

# WIOA MISSOURI ANNUAL REPORT

2020-2021



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# Table of Contents

<b>Overview.....</b>	<b>3</b>
<b>Promising Practices.....</b>	<b>3</b>
<b>State Plan Strategic Vision &amp; Goals.....</b>	<b>4</b>
<b>State Workforce Development Board.....</b>	<b>5</b>
<b>Discretionary Projects.....</b>	<b>7</b>
Job Centers of the Future.....	7
CompTIA.....	8
<b>Missouri Specialized Training Programs.....</b>	<b>8</b>
Rapid Response Employment Transition Team.....	8
Trade Adjustment Assistance.....	9
Work-Based Learning.....	10
Missouri Apprenticeship Ready.....	10
<b>Federal Grants.....</b>	<b>11</b>
COVID-19 Humanitarian Grant.....	11
Missouri Works Together.....	11
MO-43 National Dislocated Worker Grant.....	11
Federal Bonding Grant.....	12
Trade and Economic Transition Grant.....	12
Registered Apprenticeships.....	13
<b>Waivers.....</b>	<b>14</b>
<b>Sector Strategies and Career Pathways.....</b>	<b>15</b>
<b>Workforce Performance.....</b>	<b>16</b>
<b>Effectiveness in Serving Employers.....</b>	<b>21</b>
<b>Program Evaluation.....</b>	<b>22</b>
Customer Satisfaction Approach.....	23
<b>Equal Opportunity Accomplishments.....</b>	<b>23</b>
<b>Special Events, Leadership, and Professional Development.....</b>	<b>24</b>
OWD Summit.....	24
Apprenticeship Summit.....	24
CLEO Summit.....	24
Customer Journey Map Summit.....	25
Policy Summit.....	25
Senator Blunt Town Hall.....	25
<b>Appendices.....</b>	<b>26</b>

# Overview of Program Year 2020

Program Year 2020 saw unprecedented times and left its mark worldwide. In the challenges presented by the COVID-19 pandemic, were opportunities for innovation, creativity, and promising practices. Missouri was able to quickly pivot to virtual service delivery and prepare staff with the tools and resources needed to meet customers where they were and effectively offer services through new, improved mediums.

Early in 2020, the Missouri Office of Workforce Development (OWD) began the Job Centers of the Future initiative. This initiative sought to learn about and better understand job center service delivery and the customer journey as a way to prepare for future service delivery and bring services into the modern age. This initiative was quickly placed on hold due to the COVID-19 pandemic and closing of Missouri job centers.

On March 22, 2020, OWD closed each of the job centers. However, Missouri's job centers never stopped serving citizens and employers virtually.

At the time the job centers closed, 94 percent of customers were served in person. To effectively pivot to virtual services and serve the customer remotely, additional technology was provided to job center staff. The pandemic also required the public workforce system to collaborate with all partners to ensure coordination and continuity of services.

In June 2020, 50 percent of job centers were opened for appointment only. To operate effectively and safely, each job center was provided Personal Protective Equipment (PPE). Job centers were at appointment-only status due to the high COVID-19 cases in their communities, which were monitored and determined weekly.

All 27 Missouri job centers were opened to at least appointment-only status by September 2020, and were fully reopened by March 2021. However, Missouri has seen a shift to customers accessing virtual job center services more often than the traditional in-person visits.

The Job Centers of the Future initiative relaunched in August 2020 with the same vision as earlier in the year, but with a new focus on virtual service delivery, and creating an omni-channel approach for customers.

## Promising Practices

### Wise Up Wednesday

During the pandemic, OWD launched a technical assistance series titled Wise Up Wednesday. This was a weekly virtual technical assistance meeting, made available to OWD, Local Workforce Development Board members, and partner staff, highlighting best practices and assistance in serving citizens. Wise Up Wednesdays allowed the Regulatory Compliance unit at OWD to identify and resolve challenges before they became compliance issues. The topics covered are suggested by job center front line staff, as a result of compliance issues, new issuances (policies), and customer service issues. Past topics have covered WIOA Application tips, Equal Opportunity requirements, and CompTIA programmatic support. Further, these trainings are recorded and uploaded in Missouri's Learning Management System (LMS) for later reference. Staff feedback regarding Wise Up Wednesdays has been favorable, therefore this series is now a permanent practice.

## Office Chats

The COVID-19 pandemic increased the necessity to better connect leadership with OWD field office staff. To facilitate communication, OWD began hosting “Office Chats” with each local office. These monthly virtual chats afforded field staff the opportunity to share concerns, ask questions, and share promising practices directly with leadership.

During these office chats, the Job Centers of the Future initiative was regularly discussed to alleviate concerns from front line staff. For example, job center staff struggled to help citizens while maintaining a safe social distance. One job center found that a converter cable allowed the staff to share screens with the citizen and offer better assistance, while maintaining a safe social distance. Once this practice was identified in one job center, OWD purchased the equipment to equip all job centers with this capability.

## Apprenticeship Office Hours

Most outreach to employers and partners was completed virtually this past year. The advantages of using virtual platforms for engagement have increased accessibility to technical assistance to all stakeholders. To support staff who had indicated a need for a better understanding of apprenticeship, the Office of Apprenticeship & Work-Based Learning started hosting virtual office hours. Through Apprenticeship Missouri Virtual Office Hours, staff offered 82 hours of technical assistance in 2020 and 62 hours in 2021. Themes discussed and tied to apprenticeship include: Apprenticeship, Business Engagement, Resources, Career Exploration, Essential Skills, Equity, ROI, Job Center Connect, Journey to College, Lifelong Learning, Productivity, and Communication. Office Hours were initially offered to only job center and OWD Staff. On June 1, 2021, Office Hours attendance was opened up to all WIOA Partners and Apprenticeship champions on the Missouri Apprenticeship Team.



# State Plan Strategic Vision & Goals

## Goal 1: Overcome employment barriers

OWD and the combined plan partner agencies are well equipped to assist individuals with barriers. WIOA core partners opted to write a combined state plan to specifically include Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP), as well as Community Service Block Grants. This move leveraged partnerships with these agencies to ensure access to serve individuals who are homeless, youth in foster care, single parents, those with low income, displaced homemakers, as well as those who are exhausting TANF benefits within two years. OWD ensured priority of service to recipients of public assistance and other low-income individuals as well as those who are deficient in basic skills (including English language learners) for WIOA funding. Additionally, OWD provided priority of services for veterans and their eligible spouses for job training programs, including WIOA funds. WIOA partners collaborated outside the core, and required network, to ensure a broad scope of services were available to participants. Core partners have built a strong relationship with the Department of Corrections – evident through programs such as the Job Center Behind the Walls in Tipton, MO, which brings together TANF, SNAP, Vocational Rehabilitation (VR), Adult Education and Literacy (AEL), and OWD to provide services to justice-involved individuals (JII) prior to release.

## Goal 2: Maximize efficiency and access to services

OWD's recent Job Centers of the Future initiative utilized staff, stakeholder, and partner input to design customer journey maps for both citizens and employers. These maps allowed OWD to identify inefficiencies in service delivery. As a result, OWD is working with local boards to identify and share ways to streamline and scale out best practices in service delivery across the state. This includes a Wagner-Peyser standardization pilot, which will occur in the fall of 2021 in partnership with the LWDB Director in St. Louis County. The outcomes of this pilot will inform process changes in the Wagner-Peyser enrollment process to ensure a more effective service delivery for the citizen while maintaining compliance.

## Goal 3: Develop Career Pathways

OWD has taken significant action in offering statewide programs focused on career pathways. To build upon pathways already in existence, OWD cultivated partnerships with organizations such as CompTIA to provide enhanced information technology and project management pathways. A partnership with Coursera has facilitated opportunities for citizens to obtain stackable credentials and establish clear career pathways. Additional investments have been made into pre-apprenticeship programs, which not only facilitate access to registered apprenticeships, but also expand opportunities for those who have multiple barriers to employment.

## Goal 4: Place a strong emphasis on employment retention

OWD has invested in the provision of employability skills training to focus on teaching citizens not only how to obtain work but how to retain it. The OWD Employer Relations and Engagement (ERE) team works directly with businesses to assist in identifying issues which can improve retention. OWD supported the provision of incumbent worker training to assist in retention. Additionally, OWD has increased apprenticeship opportunities, which provides on-the-job training, related training instruction, and incremental salary increases with skill attainment, all of which contribute to employee retention.

## Goal 5: Engage employers to meet their needs

OWD recently reorganized, expanded, and rebranded employer outreach services. All OWD staff who provide employer outreach are now housed together under the same unit and collaborate together to provide quality non-duplicative services to employers. Additionally, OWD collaborates with partner agency business teams, including the Department of Economic Development, Vocational Rehabilitation, and Family Support Division to ensure that employer services are delivered with consistency.

# State Workforce Development Board

In fall 2020, the State Workforce Development Board (SWDB) received seven new board members to meet federal compliance. New board members included:

- Tony Bryan, Cyber Up (Community Organization)
- Celeste Cramer, Cox Health (Business and Industry)
- Astra Ferris, Barton County Chamber of Commerce (Business and Industry)
- Tim Gaines, Vocational Rehabilitation (WIOA Core Partner)
- Jill Williams, Missouri Hospital Association (Community Organization)
- Virgil White, Every (Business and Industry)
- Commissioner Gary Jungermann, Callaway County (County Government)

The SWDB members were introduced to OWD and the public workforce system through the Job Centers of the Future initiative. Several SWDB members were also members of the Job Centers of the Future (JCF) Taskforce which guided the effort of building an effective and efficient public workforce system. SWDB members regularly engaged in the JCF project during meetings and through participation in virtual workshops. SWDB members' guidance helped shape the initiative and provided key employer perspective and feedback. Throughout 2020, SWDB played an active role in coordinating and connecting the public workforce system with industry and workforce needs. During each meeting SWDB members offered industry perspective and changes in private employers' hiring practices to fill workforce needs. The information shared during meetings from members of the private workforce offered lively discussion in ways the public workforce system can better support and connect with employers and their needs.

In January 2021, the SWDB adopted its first strategic placemat (Appendix A) as a result of the inaugural retreat held in October 2020. The strategic placemat guides the conversation and efforts of the board. The placemat initiatives and outcomes include:

### **Initiative 1: Better engagement with the youth population**

OWD is engaging with Jobs for America's Graduates (JAG) to provide better engagement with the youth population. This includes offering ACT WorkKeys testing to JAG students so additional National Career Readiness Certificates can be obtained as credentials. Building a model, as well as relationships, to engage youth through associations like JAG or the Boys and Girls Club could increase the enrollments for WIOA Youth. At the end of the 2020-21 academic year, 37 students had tested, with 21 receiving National Career Readiness Certificates. Fifty schools were engaged and providing WorkKeys testing.

### **Initiative 2: Establish a framework on local performance measures**

Weekly and monthly dashboards have been created to provide state and local staff data on performance. Data visualized in the dashboard includes progress on federal negotiated performance as well as operational measures on activities. The dashboards are shared with state and local staff to provide objective information for policy and funding decisions.

### **Initiative 3: Establish a framework for employer engagement**

OWD redesigned the Business Services Division and created the Employer Relations and Engagement (ERE) team to provide better employer relations. This strengthened existing employer relationships, built new relationships, and increased employer retention and market penetration. Effective employer engagement is a regular open discussion item among board members. This regular discussion provides insight to OWD in making adjustments to the newly re-focused ERE team.

### **Initiative 4: Establish a subcommittee on local board engagement**

In March 2021, the subcommittee entitled State and Local Board Engagement Committee met for the first time and elected a chair. This subcommittee set out to better engage and understand challenges that face Local Workforce Development Board Chairs. This peer to peer engagement offered an opportunity to share best practices and challenges. The committee reported back to the full board on the outcomes of the LWDB Chair conversations. One opportunity presented was including the previous Local Workforce Development Board (LWDB) Chair from SLATE at the upcoming Chief Local Elected Officer's (CLEO) Summit. The 2022 CLEO Summit, being held in March 2022, will include the previous SLATE Chair who will participate in a panel discussion and provide participants the opportunity to learn from their experiences and ask questions. Another result of these conversations included SWDB members being invited to participate in LWDB meetings and engage with members at the local board level.

## Initiative 5: Adopt a policy to expand access and remove barriers to Missouri Job Center Services, which includes in person and virtual services

From lessons learned through the JCF initiative and the COVID-19 pandemic, the board prioritized increasing access to job center services. This included the adoption of an omni-channel framework to allow Missourians access to virtual services. OWD, then, planned future investments to support this initiative including deployment of a Virtual Learning Services team.

In June 2021, SWDB hosted its second annual retreat. The retreat included engaging with the National Governor's Association on the strategic placemat developed the previous year. This exercise allowed the board to consider the progress of efforts. The retreat also included a session on how to improve the public workforce system. This workshop included better connections between the unemployment system and workforce programs, shared language among the job center staff, citizens and stakeholders, and more participation from employers. Information collected at the retreat will be used to shape job center practices to better serve citizens and employers. The ideas collected will also help inform discussions at upcoming SWDB board meetings.

# Discretionary Projects

## Job Centers of the Future

In August 2020, Missouri's Office of Workforce Development (OWD) launched Job Centers of the Future (JCF). JCF sought to understand how Missouri's public workforce system compared to the 14 surrounding Midwestern states in key workforce indicators, understand the complexities of navigating

the workforce system through customer journey maps, and develop an outreach plan. Throughout this 10-month learning phase, OWD uncovered Missouri's public workforce system is not performing as well as peer states in job placement six months after exit or in median wages. However, OWD ranked third in the Midwest in Wagner-Peyser enrollments.

Citizen and employer journey maps were developed as a result of engagement with over 90 employers and more than 150 citizens, regular engagement with job center staff, and survey results from the participation of more than 300 public workforce development professionals. This effort produced more than 70 customer journey maps – or paths – for citizens and employers to access job center services across Missouri's 14 LWDBs. Citizens may interact with several separate Local Workforce Development Regions and could have different experiences in accessing services dependent upon the job center visited.

The Job Centers of the Future initiative also produced a marketing and outreach plan to encourage engagement with citizens and employers. This creates a cohesive message for the public workforce system and ultimately builds awareness of job center services to encourage labor force participation and support employers' workforce needs. One outcome of this plan is the online social press kit. This social press kit includes pre-made social media posts on a wide variety of programs such as Apprenticeship Missouri, CompTIA, job center services, and several others. This online tool is shared with LWDBs, WIOA partners, and community organizations to share messaging in a uniform fashion.



Job Centers of the Future concluded at the June 2021 State Workforce Development Board (SWDB) Retreat. The conclusion of this learning phase included the development of a policy framework to guide the public workforce system in:

- Building better access to quality employment opportunities for citizens;
- Establishing better access to skilled talent for employers;
- Aligning workforce needs with training and education providers; and
- Modernizing infrastructure to better serve citizens.

The JCF initiative resulted in policy recommendations focused on citizens, employers, training and education, and infrastructure. With the first phase ending, the work to implement policy recommendations had just begun. The implementation phase titled Missouri Job Center Connect, began during the SWDB Retreat in June 2021. Implementation efforts will take advisement from workforce leaders in the local communities, which includes engagement with nine communities throughout the fall of 2021.

### CompTIA

OWD partnered with CompTIA to launch a suite of training programs to help connect citizens to in-demand Information Technology (IT) credentials. This included: A+, Security+, and Project+. These programs are self-paced courses with virtual mentorship to support the citizen through completion to certification. To date, OWD has 455 Missourians enrolled and 26 with certificates. OWD's investment in CompTIA supports the 7.1 percent growth in technology careers in the state throughout 2025 according to the Missouri Chamber of Commerce & Industry . OWD has a goal of serving 1,000 Missourians by December 2022.



Missouri is among the top 10 states in diverse technology talent and continues to grow, with IT holding the largest share of jobs in the state , making investment in diverse training programs vitally important to training and upskilling the workforce. Investment in CompTIA has allowed for flexible delivery of training services across the public workforce system and allowed Missourians to access programs at their convenience and in a timeframe that is not bound to an academic calendar or schedule. Flexible training schedules are a growing need for Missourians, which was found through the JCF initiative and was included in policy recommendations.

## Missouri Specialized Training Programs

### Rapid Response – Employment Transition Team

Missouri adheres to 20 CFR 682.200 and 20 CFR 682.212 in funding required and allowable statewide employment and training activities.

The state uses WIOA Rapid Response funding to support a state rapid-response unit, branded in Missouri as the Employment Transition Team (ETT). ETT promotes economic recovery and vitality by developing an ongoing, comprehensive approach to identifying, planning for, and responding to layoffs; and preventing or minimizing impact on Missouri workers, businesses, and communities. The state issued a Statewide Employment Transition Team Policy to be utilized across all Local Workforce Development Areas (LWDA). This policy provides a consistent standard for ETT coordination in the LWDA.

WIOA requires each state to carry out statewide ETT activities or designate an entity to do so on its behalf. OWD has opted to operate the ETT program at the state level in coordination with LWDBs. OWD's Employer Relations and Engagement Specialists, located regionally, take the lead role in responding to layoff events, and are responsible for coordinating, providing, and overseeing ETT services in their assigned areas. While ETT is required for mass layoffs and closures, it is the intent of WIOA for services to be provided to as many workers as possible. Employer Relations and Engagement Specialists provide on-site, in-person, or virtual ETT services to any layoff affecting 25 or more people. Layoffs affecting 24 or less people may be offered on-site ETT services as needed or requested by the employer.

## ETT Results for Program Year 2020

Missouri directly served 271 rapid response participants. Of the participants, a subset of 191 are receiving training services. In addition, Missouri served approximately 17,000 individuals. The services provided in the alternative format (due to COVID-19 social distancing guidelines) were not captured in Missouri's case management system.

At a minimum, smaller layoffs were provided informational packets that included the ETT programs and services brochure, the Division of Employment Security (DES) UI Benefits fact sheet, the Missouri Economic Research and Information Center (MERIC) regional Real-Time Labor Market Summary, and any local brochure, as requested by the LWDB. Every ETT event is unique; therefore, each event shall be assessed individually, and services provided shall be determined based on the wishes of the employer, the needs of the affected workers, and the time frame of the layoff.

For PY2020 dislocated worker program, credential attainment measure, of the 60 individuals that attended a rapid response layoff event, 46 successfully attained a credential, an attainment rate of 76.7 percent. Twenty-nine individuals were also co-enrolled with the Trade Adjustment Assistance program, 21 of those 29 received a credential. Those in the dislocated worker credential attainment measure, that were not in the rapid response program, had a credential attainment rate of 77.3 percent.

## Trade Adjustment Assistance

During Program Year 2020, 20 Trade Adjustment Assistance (TAA) petitions were filed and 22 were certified, affecting approximately 2,725 workers; some of the workers included are remote workers in other states. During the same period, 440 Trade Act claims were established, and TAA served 95 new workers in classroom training/distance learning, 21 new workers in on-the-job training, 29 new workers in Re-employment Trade Adjustment Assistance (RTAA), one worker in job search allowance, and three workers in relocation allowance. Additionally, 501 new workers qualified for Trade Readjustment Allowance (TRA).

Total TAA training expenditures for Program Year 2020 amounted to \$2,844,311. The Job Search and Relocation Allowance expenditures for new and existing participants was \$32,647, while the RTAA expenditures for new and existing participants was \$271,600.36. The TRA expenditures for new and existing participants was \$802,839.36. Performance for the Trade Act (assessed in the last three quarters of Program Year 2020) resulted in an employment rate of 79.8 percent two quarters after exit and 77.1 percent one year after exit. Median earnings for this program were \$13,673.30 six months after program exit. Trade Act participants also exited with a credential attainment rate of 75.5 percent.

## Work-Based Learning

Apprenticeship Missouri continues to be responsive to changing priorities and innovative in developing participant support for training. In October 2020, each Apprenticeship Missouri staff member became a subject matter expert in one of three work-based learning programs that could be utilized to support apprenticeship.

Staff have made concerted efforts to engage Local Workforce Development Board (LWDB) Directors across the state to support the investment and growth of Incumbent Worker Training (IWT). Since this effort began, IWT includes 50 participants across six LWDB regions. This requires monthly technical assistance to support the expansion of apprenticeship and work-based learning.

In addition to the IWT investments, Apprenticeship Missouri staff became subject matter experts in On-the-Job-Training (OJT). Staff connect with each LWDB to assess local workforce needs, and develop a strategy to engage employers and participants more effectively. This engagement and consistent technical assistance have resulted in 115 OJT participants during PY20-21. Work-based learning is one of the highest priorities for Missouri under WIOA. The underlying advantage of work-based learning is that it incorporates skill competencies needed by employers. Trainees are learning the job specific skills needed, and how to apply skills in a way the employer prefers. This ensures individuals completing training are positioned to immediately add value in the workplace and have marketable skills to provide upward mobility in a career pathway. Missouri views apprenticeship and work-based learning opportunities as a key talent solution for employers, especially for Missouri's economic recovery strategy as a result of the global pandemic.

## Missouri Apprentice Ready

The Apprenticeship Missouri team launched a pre-apprenticeship initiative called Missouri Apprentice Ready (MAR) in February 2021. MAR strives to meet the following goals: to create 10 new pre-apprenticeship programs, to increase the diversity of Registered Apprenticeships, and to increase active apprentices in existing programs through pre-apprenticeship. The projects are funded with discretionary funds.

To support MAR and Apprenticeship Expansion (ASE) Grant goals, Apprenticeship Missouri helped develop the Missouri Certified High-Quality Pre-Apprenticeship Framework:

Missouri Pre-Apprenticeship Programs provide preparation to enter Registered Apprenticeships.

- ✓ Pre-apprenticeship programs must possess articulated agreements into a Registered Apprenticeship program and be transparent in the entry and success requirements.
- ✓ Participating sponsors and participating employers must broaden their talent pipeline by agreeing to direct-entry into employment for successful pre-apprenticeship completers.
- ✓ Pre-apprenticeship programs culminate in the earning of Missouri Industry Recognized Credentials or Federal Industry Recognized Credentials. These credentials support direct entry into the workforce, are aligned with labor-market demand, and are validated by the Office of Apprenticeship & Work-Based Learning or USDOL.
- ✓ Pre-apprenticeship programs offer academic, career preparation, and wraparound supports. A pre-apprentice receives technical and career awareness skills development through industry relevant training and workplace exposure supervised by a mentor. Pre-apprenticeship providers must cultivate relationships between WIOA partners, community-based organizations, and employers in order to ensure that pre-apprentices can easily access tutoring, case management, childcare, mental health supports, transportation, and housing.

MAR serves over 300 Missourians on the pathway to apprenticeship; 10 pre-apprenticeship programs are feeding into 42 Registered Apprenticeship programs and collaborating with over 50 equity-increasing partners.

# Federal Grants

## COVID-19 Humanitarian Grant

Missouri's Office of Workforce Development (OWD) applied for a National Dislocated Worker Grant (NDWG) in spring 2020 to support Missourians dislocated or impacted by the COVID-19 pandemic. OWD was awarded \$1.33 million to support 10 of the 14 Local Workforce Development Areas (LWDA). By the end of the grant's performance period, this grant will support a total of 180 participants through temporary humanitarian or disaster relief employment, and/or in-demand training. Temporary employment opportunities have included contact tracers, sanitization workers, community service workers, and meal delivery, among other key positions. These temporary employment opportunities will support each local community to respond to, and recover from, the COVID-19 pandemic based on the community's needs. OWD quickly awarded each LWDA based on available WIOA Dislocated Worker funds and enrollments began shortly after.

Prior to submitting the application to USDOL, OWD asked each region to complete a worksheet to assess the needs in the region. This unique approach allowed a collaborative effort between OWD and the LWDB regions. Further, it permitted the LWDB regions to directly contribute ideas, temporary employment occupations, and training programs based off relationships each LWDB already established. This practice will be used in the future when applying for emergency grants.

By the end of Program Year 2020, the grant placed 28 participants into temporary employment opportunities, with 76 enrolled into career and training services; 28 participants have completed, 11 have earned credentials, and 18 have entered into unsubsidized employment. The COVID Humanitarian Grant's period of performance runs through June 30, 2022. Enrollments continue to increase steadily and temporary employment placements continue to increase, as well.

OWD has implemented a required co-enrollment process for all NDWGs. All participants must be enrolled into the Wagner-Peyser program. Additionally, all participants enrolled based off WIOA Dislocated Worker status, must be co-enrolled into the WIOA Dislocated Worker program. OWD encourages other co-enrollment practices, and in some local workforce development areas, participants enrolled under long-term unemployed status are often co-enrolled into the WIOA Adult program.

## Missouri Works Together

The Missouri Works Together Grant is a disaster recovery grant addressing a major national health emergency: the opioid crisis. The goal of the grant is to: (1) provide temporary disaster-relief employment and career and training services to workers impacted by the opioid crisis; and (2) develop a stronger health provider professions network to better address the needs of individuals seeking substance abuse treatment and counseling services.

The grant supports temporary humanitarian employment and provides career training in parts of Missouri identified as having the greatest risk factors for opioid dependence. The temporary employment provides these regions with peer-support specialists who serve those fighting opioid addictions. Career training in health care fields and other in-demand occupations are offered to individuals who lost employment due to the opioid crisis. Career training in professions that specifically address the opioid crisis are also offered to dislocated workers and long-term unemployed individuals.

Through the end of June 30, 2021, a total of 108 grant participants received services through the Missouri Works Together grant, 40 of which were certified humanitarian workers.

## MO-43 National Dislocated Worker Grant

As a result of spring flooding in 2019, Missouri was awarded a Disaster Recovery Dislocated Worker Grant in September 2019 through June 30, 2021, to assist with clean-up and recovery in the counties of Hickory, Lincoln, Montgomery, Platte, Ralls, Ray, and Ste. Genevieve. The purpose of the grant was, through temporary employment of unemployed persons, to restore public infrastructure and services so that business and employment activities could resume. Potential projects in each of the regions included levee and road repairs, culvert replacements, and debris removal.

There were 121 projected participants. However, as flooding continued through the winter of 2019-2020 and with the COVID-19 pandemic, progress on this project was limited. Despite extensive outreach efforts by the Local Workforce Development Boards and the worksites involved in the grant, only eight participants were enrolled in the grant. Ste. Genevieve County was the only county that successfully completed the work that was planned.

## Federal Bonding Grant

Missouri's Office of Workforce Development received a \$100,000 four-year Federal Bonding Demonstration Grant that began July 1, 2019. The grant focused on employment opportunities for ex-offenders, including those recovering from opioid and other drug addictions. Missouri utilized opioid-use and overdose data along with its strong partnerships with other state agencies to ensure access and outreach for eligible individuals for the federal bonding program.

The Missouri Fidelity Bonding Program is a no-cost, job-incentive program intended to increase the hiring of justice-involved individuals. This no-cost, no-deductible insurance coverage begins the day the bonded person starts work and ends six months later. Fidelity insurance provides an easy method for an employer to recover losses, due to illegal acts of fraud, embezzlement, larceny, and theft committed against the employer by a justice-involved individual who is bonded.

The minimum amount of coverage offered is \$5,000. Additional amounts of coverage can be provided up to \$25,000 if the need has been justified by the employer. Coverage can be for full or part-time employment. OWD is an active stakeholder in the Missouri reentry process and will apply fidelity bonds from this grant to employers as an incentive to hire justice-involved individuals into stable and supportive employment. Currently, 40 bonds have been executed, bridging the gap between individuals with barriers and employers with workforce needs.

## Trade and Economic Transition Grant

In September 2018, OWD successfully competed for a National Dislocated Worker (Trade and Economic Transition) Grant and was awarded \$3.98 million. This grant serves dislocated workers statewide in Automotive Service Technician or Help Desk Technician apprenticeships. Missouri contracted with a consulting agency, Franklin Apprenticeships, to develop new apprenticeship standards, engage with employers who would participate in the program, recruit apprentices, and deliver success coaching to all apprentices.

This program required intense collaboration with local workforce development boards, community colleges and other training providers including state agencies, non-profit partners, and employers. This was achieved through weekly communication with each participating region and significant recruiting efforts from all partners.

This program was impacted by COVID-19 and the focus shifted from registered apprenticeship to pre-apprenticeship. Even though the focus switched, the project was still considered successful in helping to support the framework for continued apprenticeship growth in Missouri. From June 1, 2019, to Sept. 28, 2020, there were seven fully registered apprentices and 34 pre-apprenticeships, but the NDWG TET grant served a total of 252 Missouri residents.

## Apprenticeships

Missouri was second in the nation for newly registered apprentices and completers in Fiscal Year 2020. This is the second year in a row that Missouri has held this status. This vast growth despite a worldwide pandemic is due to commitment and innovation by training providers, intermediaries, USDOL, Missouri Department of Higher Education & Workforce Development (MDHEWD), and Apprenticeship Missouri. Apprenticeship fully integrates into MDHEWD's strategic plan and vision. Apprenticeship is a key workforce development strategy to support the department's goal to increase certificates.

In 2020-2021 the Apprenticeship Missouri team met the following milestones:

### Milestone #1: Implementation and testing of the Tracking System

- ✓ Statewide rollout and utilization initiated

### Milestone #2

- ✓ Training of OWD Staff in Apprenticeship Module with Materials
- ✓ Outreach to all RA Sponsors (for ASE Funding use)

### Milestone #3

- ✓ Create a clear talent pipeline
- ✓ Mapping of processes for participants and staff

### Milestone #4

- ✓ Enrollments and monitoring in process
  - Staff has received ASE applications to fund 269 participants.
- ✓ Reporting activity quarterly

### Milestone #5

- ✓ Staff charge to ASE Grant

Achieving these milestones has contributed to Missouri's overall success in expanding and increasing apprenticeships. Continual communication and training of job center staff supports awareness of this viable talent solution.

MAR partners and others across the state are learning the flow of Apprenticeship Missouri services and the potential for partnership. This helps explain how apprenticeship can be supported in a variety of ways—in order to best support use of the Apprenticeship State Expansion funds and further system alignment work through other State Apprenticeship Expansion grants.



Interested partners receive the following communications to engage with ASE funds:

Registered apprenticeship sponsors and providers may apply for the Apprenticeship State Expansion Funds (ASE). ASE is available to help with training costs and supportive services for apprentices. Utilizing ASE funds, sponsors can support up to \$500 in supportive services or related technical instruction (RTI) per new apprentice. Supportive services may include training related needs such as: transportation, books, uniforms, and other necessary job-related needs.

To obtain ASE funding, partners must complete an ASE application and indicate the employers that will employ new apprentices and must opt-in as an Eligible Training Provider on Missouri's Eligible Training Provider System.

To be an eligible participant for ASE funding, individuals must be new to apprenticeship and at least 16 years of age or older.

Apprenticeship Missouri consistently works to streamline the registration process for sponsors and partners.

## Waivers

Missouri was approved for five waivers from the U.S. Department of Labor (USDOL) to support workforce development activities and provide flexibility for individuals using Workforce Innovation and Opportunity Act (WIOA) programs. These waivers and outcomes are indicated below.

### **Waiver 1: On-the-Job Training Waiver - WIOA Section 134(c)(3)(H)(i) and 20 CFR 680.720(b)**

USDOL approved the State's waiver request to increase On-the-Job Training (OJT) employer reimbursement up to 90 percent through June 30, 2022, for WIOA Title I Adult, Dislocated Worker, and Youth formula funds.

Missouri's Apprenticeship and Work-Based Learning Coordinators became subject matter experts in OJT and Show-Me Heroes OJT. Each Local Workforce Development Board (LWDB) region was assessed for specific local workforce needs, which included apprenticeship integration, to effectively engage employers and participants in OJT opportunities. Since Aug. 17, 2020, 124 OJT participants have been served through the OJT waiver and Job Centers continue to promote OJT as (WIOA) programmatic support for apprenticeships.

The Jefferson-Franklin local area utilized the OJT Waiver at the 90 percent reimbursement rate to the benefit of an OJT eligible participant. Because of this waiver, the participant negotiated a higher starting wage with the participating employer. This participant completed OJT training in January and remains successfully employed.

The reimbursement was impactful to both the local business and the participant. The local business was able to reduce their risk of hiring an individual who did not possess the required skills, and the participant was afforded the opportunity to establish a foundation with the local business and acquire the desired skills. This job seeker is now employed, skilled-up, and more marketable in the workforce. The business has benefitted by receiving an employee and experiencing one of the programs offered by the public workforce system.

The availability of the OJT and Incumbent Worker Training (IWT) waivers increased interest and enrollment into work-based learning programs and sustained program development throughout the pandemic.

### **Waiver 2: Incumbent Worker Training Waiver - WIOA 134(d)(4) and 20 CFR 680.800(a)**

USDOL approved a waiver request to allow local areas to reserve more than 20 percent of Adult and Dislocated Worker funding for incumbent worker training (IWT) through June 30, 2022. This waiver was requested to aid

local areas response to an increase in demand for workers during the pandemic. This request permits local areas to increase the allowable threshold for IWT from 20 percent to 50 percent.

Missouri's Apprenticeship and Work-based Learning Coordinator is a subject matter expert for the Incumbent Worker Training program (IWT), and began a learning cohort involving directors from each LWDB area during the first quarter of the program year. These regular efforts have grown LWDB participation from one region to six regions with 10 IWT programs. Through this waiver, Missouri has increased awareness and access to IWT training and boasts a record high number of 51 participants throughout the state. Regular engagement with LWDB Directors allow for technical assistance on work-based learning and apprenticeship programs.

### **Waiver 3: Waiver of WIOA Section 129(a)(4)(A) and 20 CFR 681.410**

USDOL approved the state's request to waive the requirements of WIOA Section 129(a)(4)(A) and 20 CFR 681.410, which required the state and local areas expend 75 percent of the Governor's Reserve Youth Funds and local formula youth funds on Out-of-School Youth (OSY) for Program Years 2019 (PY19) and 2020 (PY20). This waiver allowed State and LWDB's to lower the expenditure requirement of Governor's Reserve to 50 percent for OSY.

The State of Missouri is a leading state in the nation for apprenticeship programs. Missouri supports the registered apprenticeship program and continues to expand utilizing statewide funds and other grant funding. The Missouri Department of Higher Education & Workforce Development (MDHEWD) pledged to support opportunities for students and workers in high growth industries throughout the state including health care, information technology, and advanced manufacturing sectors using this waiver.

Missouri had three main goals when requesting the OSY waiver: 1) establish pre-apprenticeships with Missouri High Schools and Career and Technical Education (CTE) programs averaging two pre-apprenticeship programs per school year, 2) increase in Measurable Skill Gains (MSG) for In-School Youth (ISY), and 3) increase obtainment of industry recognized credentials for high school youth. This waiver has allowed Missouri to make considerable progress toward each of these goals.

OWD continues to work with CTE's to establish pre-apprenticeships through the Missouri Apprentice Ready program, which is funded with WIOA statewide funds. The programs are in development, and enrollments are planned to start in the fall of 2021 with industries including welding and equipment operator.

The measurable skill gains (MSG) goal initially set for this waiver included all youth participants. In PY19 the actual achieved MSG was 46.85 percent for all youth; and 51.03 percent for ISY only. The rate anticipated achievement for PY20 is 58.33 percent for all youth; and 62.59 percent for ISY (see chart below).

<b>Measurable Skills Gains</b>					
	<b>PY19 Achieved*</b>	<b>PY '20 GOAL</b>	<b>PY '21 GOAL</b>	<b>PY '22 GOAL</b>	<b>PY '23 GOAL</b>
<b>Youth</b>	36.42	38.5%	39.50%	41.5%	41.5%

\*Anticipated attainment numbers. Please note goals are not negotiated rates.

The credential attainment goals initially set for this waiver included all youth participants. In PY19 the actual achieved Credential Rate was 51.89 percent for all youth; and 58.70 percent for ISY only. The rate anticipated achievement for PY20 is 58.22 percent for all youth; and 65.61 percent for ISY (see chart on page 16).

Credential Attainment		PY '20 GOAL	PY '21 GOAL	PY '22 GOAL	PY '23 GOAL
	PY19 Achieved*				
<b>Youth</b>	51.83%	<b>63.0%</b>	<b>66.0%</b>	<b>68.0%</b>	<b>68.0%</b>

\*Anticipated attainment numbers. Please note goals are not negotiated rates.

This waiver request provided Local Workforce Development Boards (LWDBs) the flexibility to serve more youth and young adults in work-based learning opportunities and the apprenticeship model regardless of school status. Missouri submitted a request to continue this waiver for PY21 and PY22 funds to continue making progress toward outlined goals.

#### **[Waiver 4: Eligible Training Provider Data Reporting Waiver - WIOA Sections 116\(d\)\(4\)\(A\) and 122 and 20 CFR 677.230\(a\)\(4\) and \(5\) and 20 CFR 680](#)**

USDOL approved the waiver of the obligation of Eligible Training Providers (ETP) to report performance data on all students in a training program at WIOA Sections 116(d)(4)(A) and 122 and 20 CFR 677.230(a)(4) and (5) and 20 CFR 680 through June 30, 2021.

The Missouri Eligible Training Provider System (ETPS) is the mechanism for the state's eligible training providers. This waiver was needed to competitively procure a vendor to assist with building the system to collect and report the data. This was accomplished and Missouri is prepared to report the required data in PY21.

#### **[Waiver 5: Individual Training Account for In School Youth Waiver - 20 CFR 681.550](#)**

USDOL approved the waiver request for 20 CFR 681.550 to allow WIOA Individual Training Accounts (ITAs) for in-school youth (ISY), ages 16-21, through June 30, 2022.

During PY19, 51 ITA's were used for ISY. PY20 saw a slight decrease with only 47 ISY receiving ITA's. Presumably, low enrollments were due to the lack of in-person training availability offered as a result of the COVID-19 pandemic.

This waiver was requested with the goal of establishing two pre-apprenticeships with Missouri high schools and Career and Technical Education (CTE) programs per school year and increasing measurable skill gains and credential attainment each year. Missouri continues to work with CTE programs and high schools to establish pre-apprenticeships through the Missouri Apprentice Ready program. Several programs are in development with enrollment planned to begin in the fall.

The measurable skill gains (MSG) goal initially set for this waiver included all youth participants. In PY19 the actual achieved MSG was 46.85 percent for all youth; and 51.03 percent for ISY only. The rate anticipated achievement for PY20 is 58.33 percent for all youth; and 62.59 percent for ISY (see chart below).

Measurable Skills Gains		PY '20 GOAL	PY '21 GOAL	PY '22 GOAL	PY '23 GOAL
	PY19 Achieved*				
<b>Youth</b>	36.42	<b>38.5%</b>	<b>39.50%</b>	<b>41.5%</b>	<b>41.5%</b>

\*Anticipated attainment numbers. Please note goals are not negotiated rates.

The credential attainment goals initially set for this waiver included all youth participants. In PY19 the actual achieved Credential Rate was 51.89 percent for all youth; and 58.70 percent for ISY only. The rate anticipated achievement for PY20 is 58.22 percent for all youth; and 65.61 percent for ISY (see chart below).

Credential Attainment					
	PY19 Achieved*	PY '20 GOAL	PY '21 GOAL	PY '22 GOAL	PY '23 GOAL
Youth	51.83%	63.0%	66.0%	68.0%	68.0%

\*Anticipated attainment numbers. Please note goals are not negotiated rates.

## Sector Strategies and Career Pathways

### Employer Relations and Engagement

In February 2021, OWD created the Employer Relations and Engagement (ERE) Team. The purpose of this team is to leverage community partnerships in reaching out to employers and sharing job center resources, increase access to the public workforce system services through increasing community awareness, and serve as a consultant for job center staff helping them identify challenges and solutions. The team is comprised of ERE Specialists, who conduct Rapid Response activities, WARN Notices, layoff aversion, and business services. Additionally, the team includes Trade Act Navigators who assist the ERE Specialists with providing business services to employers. They also educate the public on the Trade Adjustment Assistance Program and file petitions to USDOL to investigate potential trade-impacted layoffs.

Since the team's inception, over 1,169 employers have received 2,456 employer services. With the COVID-19 pandemic, OWD began providing virtual job fair services to safely connect employers and job seekers. From September 2020 until June 22, 2021, OWD hosted 24 virtual job fairs. A total number of 2,290 employers and 10,198 job seekers participated in the virtual job fairs.

### Work-Based Learning

The partnerships developed through work-based training models ensure that the workforce system is offering high-quality customer service to employers, workers, and jobseekers. Apprenticeship Missouri identified a need to develop a framework that promotes a common language for work-based learning across the state. Apprenticeship Missouri collaborated with the National Governor's Association and partners in higher education and secondary education to develop a common framework for work-based learning.

The Office of Apprenticeship & Work-Based Learning supported the expansion and standardization of Work-Based Learning models when it adopted the Work-Based Learning Framework to assist in promoting common language amongst all who serve citizens at the point of entry into education and training. This framework will be published and available to the public online.

The continuum illustrates a non-linear path from career awareness to exploration to preparation, with a myriad of activity options. The various work-based learning activities do not fall into hard-and-fast silos, and just like with any continuum, some of the activities straddle more than one category. Not all of the activities along the continuum fit the definition of work-based learning on their own, but they are all critical components that support the overarching goals.

# Workforce Performance

During state performance negotiations for PY20-PY21, Missouri agreed to significantly increase most of the negotiated goals for both the Employment Second Quarter (Q2) and Employment Fourth Quarter (Q4) Performance measures for WIOA and Wagner-Peyser programs.

Employment Rate 2nd Quarter After Exit		
	PY19 Plan	PY20-21 State Final
Adult	68.70%	<b>72.5%</b>
DW	72.50%	<b>77.0%</b>
Youth	72.50%	<b>73.0%</b>
WP	67.00%	<b>69.0%</b>

Final State Negotiated Rates with USDOL

Employment Rate 4th Quarter After Exit		
	PY19 Plan	PY20-21 State Final
Adult	66.40%	<b>68.0%</b>
DW	70.20%	<b>74.0%</b>
Youth	68.00%	<b>70.0%</b>
WP	70.80%	<b>71.0%</b>

Final State Negotiated Rates with USDOL

Missouri exceeded all employment measure goals for WIOA Adult, WIOA Youth, and Employment Q4 for WIOA Dislocated Worker. For Wagner-Peyser and WIOA Dislocated Worker Employment Q2, Missouri achieved over 90 percent of the goal. In review of the data for both Wagner-Peyser Employment Q2 and Q4 and WIOA Dislocated Worker Employment Q2, Missouri believes that the effects of COVID-19 played a significant part in performance for Wagner-Peyser and WIOA Dislocated Worker. RESEA participants were often co-enrolled in Wagner-Peyser and WIOA Dislocated Worker, but then were not able or chose not to find new employment, causing performance numbers to decrease.

WIOA Adult	PY19			PY20		
	Actual	LWDB Plan	% LWDB Achieved	Actual	LWDB Plan	% LWDB Achieved
Employment Q2 Adult	75.68%	68.70%	110.16%	73.84%	72.50%	101.84%
Employment Q4 Adult	77.34%	66.40%	116.48%	71.69%	68.00%	105.42%
Employment Q2 DW	79.75%	72.50%	110.00%	74.56%	77.00%	96.83%
Employment Q4 DW	80.73%	70.20%	115.00%	79.31%	74.00%	107.18%
Employment Q2 WP	69.80%	67.00%	104.18%	64.61%	69.00%	93.63%
Employment Q4 WP	69.80%	70.80%	98.59%	65.14%	71.00%	91.75%

Even with the impacts of COVID-19, Missouri continued to have success across all programs for wage earnings even with the struggles within the Wagner-Peyser and WIOA Dislocated Worker Employment Q2 measures. Overall, Missouri well exceeded all planned goals.

Median Earning 2 Quarters After Exit	PY19			PY20		
	Actual	LWDB Plan	% LWDB Achieved	Actual	LWDB Plan	% LWDB Achieved
Median Earnings Q2 Adult	\$6,445.00	\$5,100.00	126.38%	\$7,198.00	\$5,250.00	137.11%
Median Earnings Q2 DW	\$8,781.00	\$5,800.00	151.40%	\$9,648.00	\$7,400.00	130.36%
Median Earnings Q2 WP	\$5,369.00	\$4,844.00	110.84%	\$5,946.00	\$5,200.00	114.35%

Missouri's performance for the WIOA Adult and Dislocated Worker Credential measure continues to achieve over 100 percent of the goal. Missouri negotiated a much higher plan rate for PY20-21 performance for both WIOA Adult and WIOA Dislocated Worker and still exceeded the plan.

WIOA Credential Performance Measure	PY19			PY20		
	Actual	LWDB Plan	% LWDB Achieved	Actual	LWDB Plan	% LWDB Achieved
Credential Adult	70.73%	46.50%	152.11%	69.27%	67.00%	103.40%
Credential DW	73.38%	51.00%	143.89%	77.17%	68.00%	113.48%

Since the implementation of WIOA, Missouri has struggled to meet performance for the WIOA Youth Credential measure. This program year, Missouri negotiated down a few percentage points for the PY20-PY21 WIOA Youth Credential goal and for PY20 Youth Credential reporting Missouri achieved over 90 percent of the goal for the first time. In review of the data, WIOA Youth enrolled in education are struggling to achieve both their High School Diploma/High School Equivalency and obtaining employment/postsecondary education within one year after exit. Missouri's partnership with Jobs for America's Graduates (JAG) will help improve the WIOA Youth credential attainment. Missouri's partnership with youth associations like JAG will allow for great access to WIOA Youth participants while support Missouri's future talent pipeline.

WIOA Youth Credential Performance Measure		Actual	LWDB Plan	% LWDB Achieved
PY17	Credential Youth	48.52%	69.00%	70.32%
PY18	Credential Youth	49.11%	67.20%	73.08%
PY19	Credential Youth	51.93%	67.20%	77.28%
PY20	Credential Youth	58.45%	63.00%	92.78%

Missouri successfully achieved well over 100 percent of the Measurable Skill Gains performance goal for all WIOA programs, Adult, Dislocated Worker, and Youth. Missouri continued to increase its percentage from PY19 benchmark for both the WIOA Dislocated Worker and WIOA Youth programs.

Measurable Skills Gain Performance	PY19			PY20		
	Actual	LWDB Plan	% LWDB Achieved	Actual	LWDB Plan	% LWDB Achieved
Skill Gains Adult	60.72%	0.00%		59.50%	48.00%	123.96%
Skill Gains DW	56.78%	0.00%		68.06%	59.00%	115.36%
Skill Gains Youth	46.85%	0.00%		58.44%	38.50%	151.78%

Missouri met all state negotiated performance measures for all programs, however, some local regions did not, in large part due to inconsistent restrictions relating to the pandemic response. Some counties had restrictions in place for a short period of time while others had restrictions or partial/complete shutdowns for months.

Missouri witnessed a decline in Wagner-Peyser enrollments beginning PY19. During PY19, the economy grew, which resulted in less Missourians unemployed and not in need of job center services. For PY20, Missouri's numbers continued to decline for Wagner-Peyser enrollments due to COVID-19 as different regions of the state were partially or completely shut down and staff were only providing virtual services. Missouri implemented additional practices to increase Wagner-Peyser enrollments by reaching out to job seekers to offer job center services to include increasing the job seeker's skill sets by various training or work-based learning opportunities.

The public workforce system continues to utilize a decision support tool called Missouri Performs (MoPerforms), designed specifically for Missouri. MoPerforms provides an extensive ability to view and analyze the PIRL data by workforce program as well as state and local regions. MoPerforms is used extensively by state workforce performance staff and local JobStat representatives for each of Missouri's 14 Workforce Regions. Specific COVID-19 views were created to show the impact of COVID-19 in each of the different regions of the state.

Wagner-Peyser	PY18	PY19	PY20
Enrolled	83,431	47,405	25,983
Served	88,483	51,659	28,578

During the program year, a business plan was developed to enhance the Eligible Training Provider System (ETPS). The Office of Administration Information Technology Services Division approved the plan and should have the enhancements complete before the end of calendar year 2021. These enhancements will allow OWD to better align with the case management system (MoJobs), it will also allow the collection of additional data elements to be used on MoScores, Missouri's public-facing training provider system. One example of an enhancement is requiring that training providers give a brief description of the services they offer to more accurately report the training provider in the ETPL-9171 report. Another enhancement to assist with more accurate reporting is the collection of reciprocal agreements in the ETPS system. This information was previously only captured in paper format. OWD will add the ability to capture whether or not the training provider is accredited. This change will allow OWD to more accurately report PIRL Data Element 1332-Participated in Postsecondary Education during program participation.

# Effectiveness in Serving Employers

The Effectiveness in Serving Employers (ESE) measure permits states the option of selecting a set of defined measurement strategies. Missouri continues to utilize the measures of Rate of Repeat Services to Business Customers and Rate of Market Penetration among the Whole Market Share of Employers.

## Rate of Repeat Services to Business Customers (28.90%)

This measure is defined as the percentage of repeated services provided to Missouri employers over the last three years. The elements to calculate the measure include the percentage of all employers who received services that use core program services more than once.

The reported rate for PY2019 was 30.7 percent, slightly higher than the current rate of 28.9 percent.

## Rate of Market Penetration among the Whole Market Share of Employers (7.60%)

This measure calculates the percentage of employers using business services out of all business establishments in the state. The rate is known as a market share of percentage penetration of the total.

The reported rate for PY2019 was 6.9 percent, which is lower than the current rate of 7.6 percent.

## Employer Relations and Engagement

Missouri continues to analyze and modify procedures and opportunities in addressing employer retention and satisfaction. Through the Job Centers of the Future initiative, stakeholders shared the need for improved employer services and engagement. Missouri used these results and refocused the approach to employer engagement. This new approach is customized and focused on meeting employers' workforce needs. This refocusing included modifying the approach to employers with additional emphasis on engaging employers, identifying employer needs, and meeting those needs. This helped bridge the gap between programs offered to job seekers and what employers actually needed.

OWD is directly supporting employers' needs by posting job opportunities through the labor exchange system (MoJobs) and job center staff actively match job postings to job seekers based on skills requested by employers and those possessed by job seekers. In addition to engaging with employers utilizing the MoJobs system, MoJobs includes job postings from other job boards such as LinkedIn and Indeed. Job Centers then utilize the same process of connecting job seekers to job opportunities, which indirectly impacts employers by connecting them with job seekers who may otherwise might have missed the posting.

Another component of refocusing employer relations and engagement is OWD staff looking into employers that were once engaged with the public workforce system, but have become inactive. Staff are reaching out to these employers and engaging in conversations to determine why they do not leverage services and how OWD can support them and reintroduce them to services.

Many employers in Missouri are cross-regional and operate in more than one zone or region. Through the Job Centers of the Future effort, it was clear several organizations and state agencies were providing similar services to the same employers, which created confusion and employer fatigue. Employers were not utilizing the public workforce system because they weren't clear on the process or their point of contact. To employers it was "easier to use paid services such as Indeed," than to interact with the workforce system. In response to this, OWD began coordinating with departments across the state to align employer engagement efforts to reduce the number of contacts and points of contact for employers.

# Program Evaluation

The Job Centers of the Future (JCF) effort compared Missouri's public workforce system to its surrounding 14 states in key workforce areas such as employment rate, completion, cost per participant, and enrollments into WIOA and Wagner-Peyser. Missouri learned in Wagner-Peyser enrollments, OWD is third in the Midwest. However, Missouri ranks among the bottom for employment six months after exit in all Wagner-Peyser and WIOA programs. The state-by-state comparison leveraged PY2019 data, because it was the most complete data set at the time. This data and information were leveraged to understand effective workforce strategies used by other state leaders and local workforce development director leaders. This helped establish policy recommendations and new workforce strategies.

The JCF effort included a survey of Local Workforce Development Board (LWDB) and state staff that focused on how front line and local job center staff engaged with citizens. Questions included:

- Do job center staff direct citizens toward self-registration on MoJobs, complete MoJobs registration together, or complete it for staff?
- How are job center staff directing citizens for job searches?
- How are job center staff communicating with citizens? Face to face? Via phone? Via email? Via text?

Information collected from the surveys provided insight on how the job center services are conducted and will guide future investments in infrastructure to support job center staff. This survey also revealed a high number of job center staff that are newly employed. For example, more than 48 percent of job center staff have worked at the job center between 1 to 5 years. This information informed the Office of Workforce Development that more technical assistance and training may be necessary to more effectively serve citizens.

OWD completed a Workforce Innovation and Opportunity (WIOA) Partner survey to further understand challenges that exist within the job centers. Participating partners included: Vocational Rehabilitation, Family Support Division, Division of Employment Security, and Adult Education and Literacy. The survey focused on the coordination of services in job centers and communication needs for effective service delivery. For example, only 25 percent of partners in job centers felt a part of job center service delivery. Recommended action to mitigate these challenges include, updates to job center infrastructure, follow-through on referrals, and display materials from all partner staff for the citizen.

The survey also asked partners how informed the staff are on the registration and eligibility process for citizens, only 29 percent were very well informed. Recommendations to mitigate this challenge included a diagram or flow chart to illustrate the process, or information on which partner is responsible for certain programs. During the Job Centers of the Future initiative, journey maps were created for all 14 LWDBs. While creating the journey maps, WIOA partners were involved in workshops to help develop ideas to simplify the registration and enrollment process.

The survey results revealed a lack of understanding regarding programs and services provided by partner staff. Only 37 percent of respondents felt well informed and understood the programs and services provided by job center staff. OWD recognizes that for the citizen and the job center to achieve successful outcomes, it is important that all staff—including partner staff, are aware of the services available.

The data collected from the WIOA Partner survey is often leveraged to improve communication and coordination throughout job centers. This increase in communication can be found at the monthly Statewide Partnership meetings. These monthly meetings allow communication and coordination among all WIOA and non-WIOA partners, such as Vocational Rehabilitation, Family Support Division, Adult Education and Literacy, the Executive Committee from the State Workforce Development Board, and several others.

## Customer Satisfaction Report

Missouri's OWD Issuance 04-2019 established customer satisfaction guidance, specific to the One-Stop Job Center recertification process, for both business customers and citizens receiving a service through a Missouri Job Center. In both cases, staff deliver surveys that include the issuance's minimally-required citizen satisfaction questions in person, or by e-mail. (See a list of the results and satisfaction ratings on Appendix page 27.)

Every customer that receives a service is given the opportunity to provide feedback on their customer experience during service delivery. As OWD searches for and implements an omni-channel approach of serving customers through multiple access points, the survey helps determine the wants and needs of customers, as well as the overall experience. This intentional approach is also a strategy to increase the overall response rate for surveys received from customers.

Regional job center customer service teams receive weekly survey summaries, along with a review of regional monthly survey totals, as well as a comparison to totals from PY '17, '18, and '19. Space is also available for regions to note highlights, comments, and goals to share with their teams. Tables for both survey initiatives are found on Appendix page 28.

## Quarterly Performance Reviews (QPR)

In order to assist with continuous improvement, OWD started issuing Quarterly Performance Reviews (QPR). The reviews identify issues, trending analysis, and promising practices of each region. This new practice has assisted the state with being proactive. Many issues have been resolved before they are a real challenge. The QPR's have increased communication throughout the state. Additionally, OWD has been able to identify technical assistance needs and assist quickly.

# Equal Opportunity Accomplishments

## Missouri Equal Opportunity Accomplishments with Workforce Services

The Missouri workforce system responded to the COVID-19 pandemic in unprecedented ways in an effort to be part of the solution to reduce the spread of the virus and to keep Missouri citizens safe. The OWD has been and continues to be committed to providing accommodations to customers and employees that interact with the workforce system. OWD has committed to accommodating individuals during the pandemic by providing virtual services options and ensuring websites are accessible to individuals with disabilities as well as limited English proficient individuals.

The Missouri workforce system continues to strive to demonstrate its commitment to Section 188 of WIOA. To demonstrate our commitment to equal opportunity and nondiscrimination, State and Local EO Officers provide monthly training to job center staff on the following topics: reasonable accommodations to individuals with disabilities, language access services to limited English proficiency individuals, serving LGBT individuals in an inclusive manner, and many other equal opportunity related topics.

OWD demonstrates its commitment to Section 188 of WIOA by surveying customers and employees who interact with Missouri's workforce system to ensure they have been made aware of their rights to file a complaint under Section 188 of WIOA and making individuals aware accommodations that are free of cost.

The State Equal Opportunity Officer meets with Local Equal Opportunity Officers quarterly to notify leadership of their responsibility to promote equal opportunity and nondiscrimination within the Missouri workforce system; provide updates on significant changes to diversity and inclusion laws, regulations, and guidelines; to identify barriers to equal opportunity and nondiscrimination within the Missouri workforce system; recommend strategies and actions to remove identified or potential barriers; and monitor and evaluate the progress of equal opportunity and nondiscrimination in programs, services, and activities offered within the Missouri workforce system.

The Missouri workforce system continues to implement affirmative outreach requirements under Section 188 of WIOA by ensuring appropriate steps are taken to provide equal access to programs, services, and activities. State and local boards increased outreach efforts by promoting Missouri job center services on social media platforms, radio, and public service announcements to improve outreach to various demographic populations in Missouri.

OWD is responsible for providing oversight and monitoring of all WIOA Title I-financially assisted State Programs. This responsibility includes annual monitoring, the compliance of programs, services, activities, and employment practices in accordance with WIOA section 188 to determine whether Missouri's workforce system is conducting its WIOA Title I-financially assisted program or activity in a nondiscriminatory way. The annual monitoring includes state and local boards conducting a statistical or other quantifiable analysis by race/ethnicity, sex, limited English proficiency, preferred language, age, and disability status on records and data kept within the Missouri workforce system (see Appendix table on page 33).

# Special Events, Leadership & Professional Development

## OWD Summit

OWD holds an annual summit to provide technical assistance and increase collaboration. The 2020 Summit was held virtually, giving the opportunity for all staff to attend. The primary focus was to understand each person's job and how it relates to Job Centers of the Future (JCF). Workshops encompassed a variety of topics, including JCF, outreach, Veterans programs, Data Element Validation, Equal Opportunity (EO) practices, issuances, programs, and compliance.

## Apprenticeship Summit

MDHEWD hosted a virtual Apprenticeship Missouri Summit on Tuesday, Nov. 10, 2020. The Summit featured presentations from state and national leaders, the updated Apprenticeship Playbook, and a proclamation by Missouri Governor Mike Parson.

## CLEO Summit

The 2020 CLEO Summit was held virtually in September and included the Local Workforce Development Board (LWDB) chairs and directors and the Chief Local Elected Officials (CLEOs). This virtual event focused on the various aspects of regulatory compliance including its purpose, the process, and the tools created to identify best practices and concerns. The summit also focused on the purpose of federal, state, and local policies. While these policies are guided through necessary regulations, it can create barriers for citizens and employers attempting to access job center services.

In addition to providing information and context for regulatory compliance, information was provided about the public workforce system's economic recovery efforts—entitled Return Strong. The engagement with the LWDB directors, chairs, and CLEOs allows these efforts to grow and reach more citizens in need. The CLEO Summit also included the introduction of the Job Centers of the Future (JCF) effort and how the LWDB directors and chairs, and CLEOs can engage on this effort.

The CLEO Summit is recognized as a best practice to ensure the local workforce development community leaders are aware of the complexities of the public workforce system, the corresponding responsibilities, and discussion of key challenges. CLEO Summits will be continued in the future to build trust, knowledge, and expertise among key local workforce leaders.

## Customer Journey Map Summit

In April, Missouri's Office of Workforce Development (OWD) hosted the Job Centers of the Future (JCF) Customer Journey Map Summit, which included the Local Workforce Development Board (LWDB) directors and chairs. This summit was designed to further explore the complexities of the public workforce system, specifically the process steps to engage citizens and employers. This interactive session asked the LWDB directors and chairs to review the 5x3 map and offer ideas.

This summit also included LWDB director peers from other states such as: Patrick Clancy, President and CEO of Philadelphia Works; Jim McShane, CEO of CareerSource Capital Region; and Jeff Marcella, President of Marcella Consulting Corporation. These special guests engaged with attendees in a conversation offering innovative approaches to serving citizens. One example is analyzing poverty data to provide job center access points in locations of high need. The speakers also recommended keeping any modifications allowed during the pandemic to better serve citizens.

As a result of the JCF Customer Journey Map Summit, the LWDB directors and chairs were able to reimagine their engagement with citizens and employers. The exploration of new ideas and engagement strategies from peer leaders built trust with the LWDB directors and chairs.

## Policy Summit

On Jan. 7, 2021, OWD held a virtual Job Centers of the Future (JCF) Summit. This summit was an opportunity to collaborate with all JCF taskforce members and stakeholders to share the progress of the effort, emerging themes, and build problem statements. During this half day summit, the outcomes of the job seeker, employer, and staff focus groups were shared with the attendees. The themes from the focus groups included: inconsistency in job center service delivery across the state, job center technology is often compared to private sector technology, and some processes are time intensive and potentially frustrating to users. The employer focus group themes included the mismatch between job seekers and the job skill requirements, inconsistent contact at the job center, and complicated technology. Job seekers, by and large, access job center services virtually (86%), and the job seekers preferred this method of services.

Highlighting the themes from the focus groups allowed the attendees to explore and discuss opportunities for improvement to build a more effective public workforce system. The JCF Policy Summit also included a few of how Missouri compares with peer Midwestern states in key workforce performance areas. These key data points include: Wagner-Peyser enrollments, WIOA Adult and Dislocated Worker enrollments, cost per participant, median earnings, and many others. Understanding how Missouri compares to its peers and what workforce policies or strategies are leveraged to achieve workforce outcomes should be leveraged to improve Missouri's public workforce system.

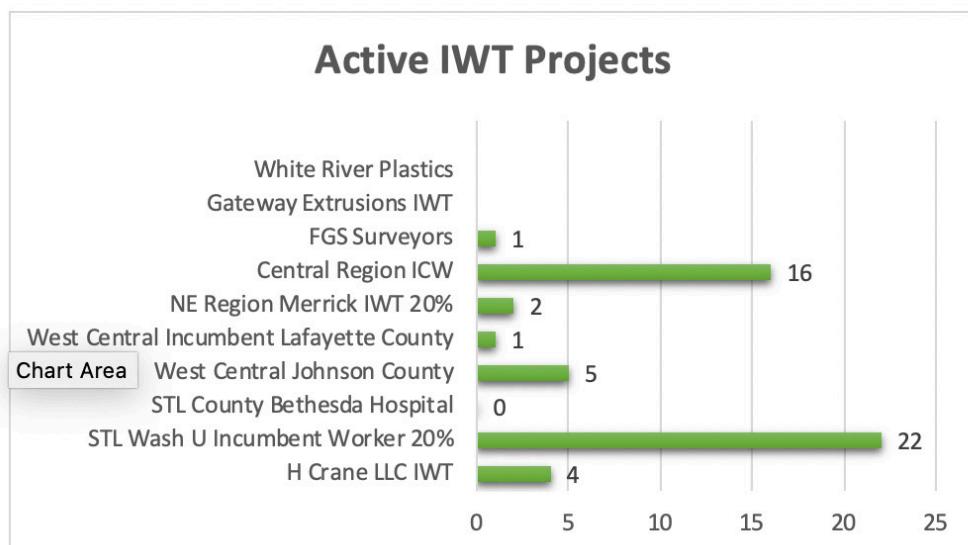
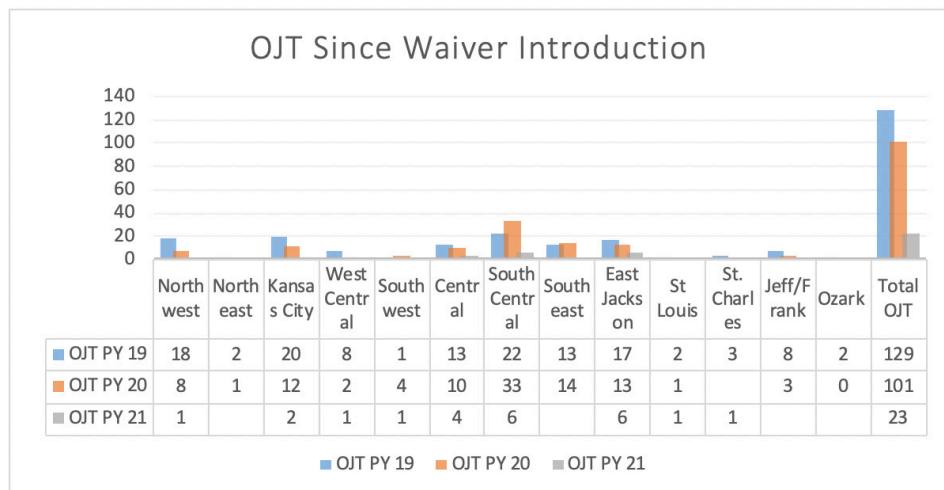
As a result of the JCF Policy Summit one key outcome achieved was defining "omni-channel." Omni-channel is defined as engaging customers across multiple channels, so the user experience is more efficient and appealing as compared to a single channel in isolation. This definition allows OWD to explore other methods of job center service delivery to accommodate citizens and employers. This also allows the public workforce system to serve more citizens and employers through more effective ways. This definition lead to several efforts such as the self-paced courses through CompTIA.

## Senator Roy Blunt Town Hall

In May 2021, OWD co-hosted a town hall event with Senator Roy Blunt and the St. Louis Urban League. This virtual event gave opportunity for Sen. Blunt to engage with key local workforce leaders on complex workforce challenges. Leaders discussed challenges within the Workforce Innovation and Opportunity Act (WIOA) as the U.S. Congress considers reauthorizing WIOA. This resulted in conversations regarding flexibility in funding, more business services engagement, and simplifying the WIOA regulations. The event helped build stronger partnerships with the St. Louis Urban League as Missouri prepares to resolve workforce and infrastructure challenges.

# Appendices

# Waivers



# Customer Satisfaction Surveys

## ETA 9169 Effectiveness in Serving Employers Indicators - Summary Report

- State Region: State Region 1  
 - Program Year: 2020  
 - Date Range: 07/01/2020 - 06/30/2021

Performance Results	Numerator	Rate
Workforce Recruitment Assistance	Denominator	
Employer Penetration Rate	<u>16,924</u>	7.60%
Untapped Labor Pools Activities	221,492	
Repeat Business Customer Rate	<u>10,287</u>	28.90%
Incumbent Worker Training Services	<u>35,604</u>	

# Customer Satisfaction Surveys

<b>MISSOURI BUSINESS SATISFACTION RATES</b> <b>(Very Satisfied + Satisfied Responses)</b> - Based on 339 Employer Surveys -		<b>MISSOURI CITIZEN SATISFACTION RATES</b> <b>(Very Satisfied + Satisfied Responses)</b> - Based on 5848 Employer Surveys -	
PY '17	95.5%	PY '19	97.2%
PY '18	96.4%		
PY '19	93.4%	PY '20	97.2%
PY '20	95.5%		

Employment Rate 2nd Quarter After Exit		
	PY19 Plan	PY20-21 State Final
Adult	68.70%	72.5%
DW	72.50%	77.0%
Youth	72.50%	73.0%
WP	67.00%	69.0%

Employment Rate 4th Quarter After Exit		
	PY19 Plan	PY20-21 State Final
Adult	66.40%	68.0%
DW	70.20%	74.0%
Youth	68.00%	70.0%
WP	70.80%	71.0%

WIOA Adult	PY19			PY20		
	Actual	LWDB Plan	% LWDB Achieved	Actual	LWDB Plan	% LWDB Achieved
Employment Q2 Adult	75.68%	68.70%	110.16%	73.84%	72.50%	101.84%
Employment Q4 Adult	77.34%	66.40%	116.48%	71.69%	68.00%	105.42%
Employment Q2 DW	79.75%	72.50%	110.00%	74.56%	77.00%	96.83%
Employment Q4 DW	80.73%	70.20%	115.00%	79.31%	74.00%	107.18%
Employment Q2 WP	69.80%	67.00%	104.18%	64.61%	69.00%	93.63%
Employment Q4 WP	69.80%	70.80%	98.59%	65.14%	71.00%	91.75%

	PY19			PY20		
Median Earning 2 Quarters After Exit	Actual	LWDB Plan	% LWDB Achieved	Actual	LWDB Plan	% LWDB Achieved
Median Earnings Q2 Adult	\$6,445.00	\$5,100.00	126.38%	\$7,198.00	\$5,250.00	137.11%
Median Earnings Q2 DW	\$8,781.00	\$5,800.00	151.40%	\$9,648.00	\$7,400.00	130.36%
Median Earnings Q2 WP	\$5,369.00	\$4,844.00	110.84%	\$5,946.00	\$5,200.00	114.35%
Median Earnings Q2 Youth	\$3,629.00	\$0.00		\$3,755.00	\$2,950.00	127.28%

WIOA Credential Performance Measure	PY19			PY20		
	Actual	LWDB Plan	% LWDB Achieved	Actual	LWDB Plan	% LWDB Achieved
Credential Adult	70.73%	46.50%	152.11%	69.27%	67.00%	103.40%
Credential DW	73.38%	51.00%	143.89%	77.17%	68.00%	113.48%

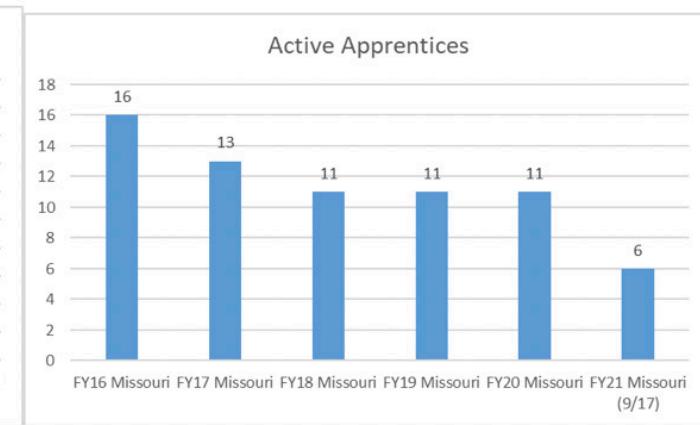
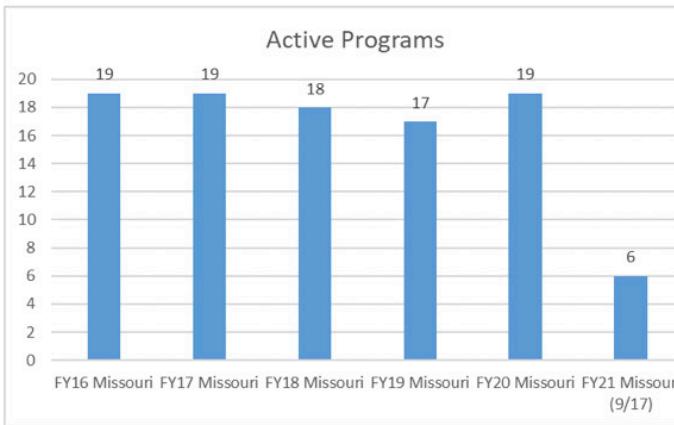
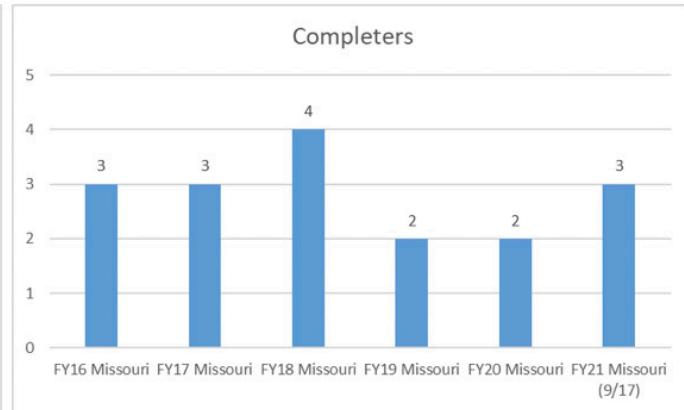
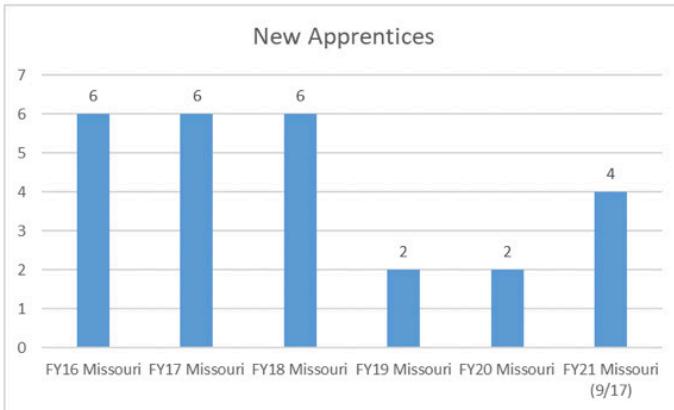
Wagner-Peyser	PY18	PY19	PY20
Enrolled	83431	47405	25983
Served	88483	51659	28578

WIOA Youth Credential Performance Measure		Actual	LWDB Plan	% LWDB Achieved
PY17	Credential Youth	48.52%	69.00%	70.32%
PY18	Credential Youth	49.11%	67.20%	73.08%
PY19	Credential Youth	51.93%	67.20%	77.28%
PY20	Credential Youth	58.45%	63.00%	92.78%

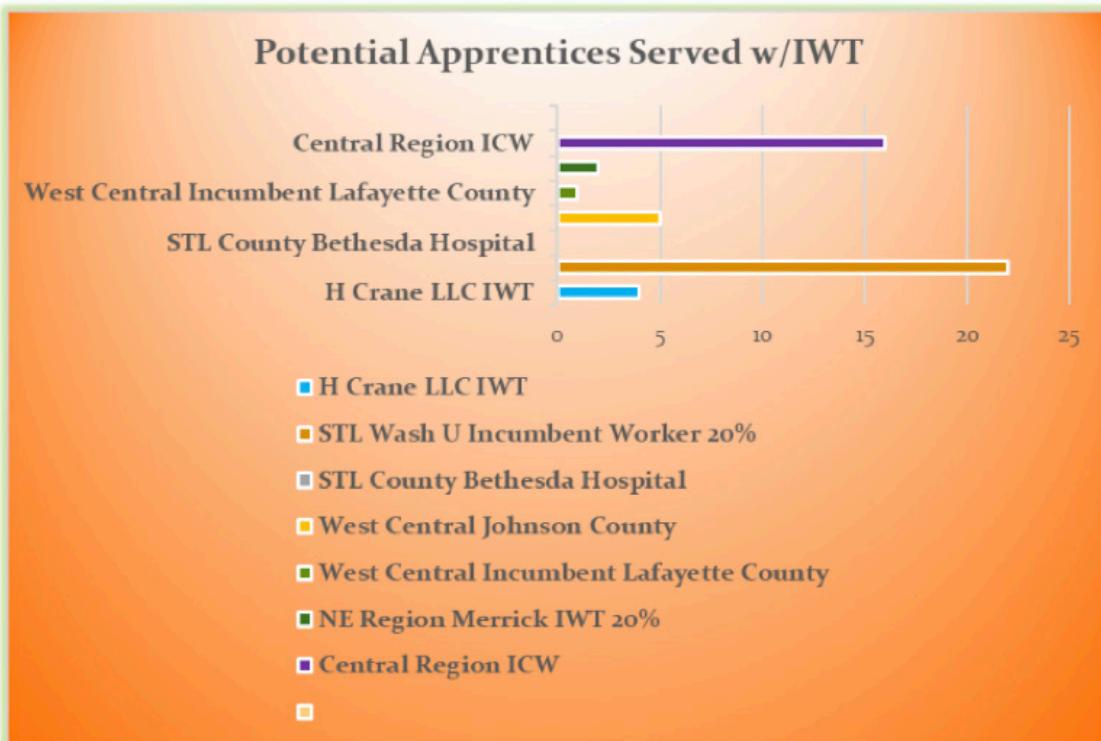
Measureable Skills Gain Performance	PY19			PY20		
	Actual	LWDB Plan	% LWDB Achieved	Actual	LWDB Plan	% LWDB Achieved
Skill Gains Adult	60.72%	0.00%		59.50%	48.00%	123.96%
Skill Gains DW	56.78%	0.00%		68.06%	59.00%	115.36%
Skill Gains Youth	46.85%	0.00%		58.44%	38.50%	151.78%

- WIOA Adult Employment Q2 13 out of 14 Local WIB Regions were successful
- WIOA Dislocated Worker Employment Q2 12 out of 14 Local WIB Regions were successful
- WIOA Youth Employment Q2 13 out of 14 Local WIB Regions were successful
- Wagner-Peyser Employment Q2 11 out of 14 Local WIB Regions were successful
- WIOA Dislocated Worker Median Earnings 13 out of 14 Local WIB Regions were successful
- WIOA Youth Median Earnings 13 out of 14 Local WIB Regions were successful
- WIOA Dislocated Worker Employment Q4 13 out of 14 Local WIB Regions were successful
- WIOA Youth Employment Q4 13 out of 14 Local Regions were successful
- WIOA Dislocated Worker Credential 13 out of 14 Local Regions were successful
- WIOA Youth Credential 12 out of 14 Local Regions were successful
- All other program performance measures not listed each Region was successful in their goal.

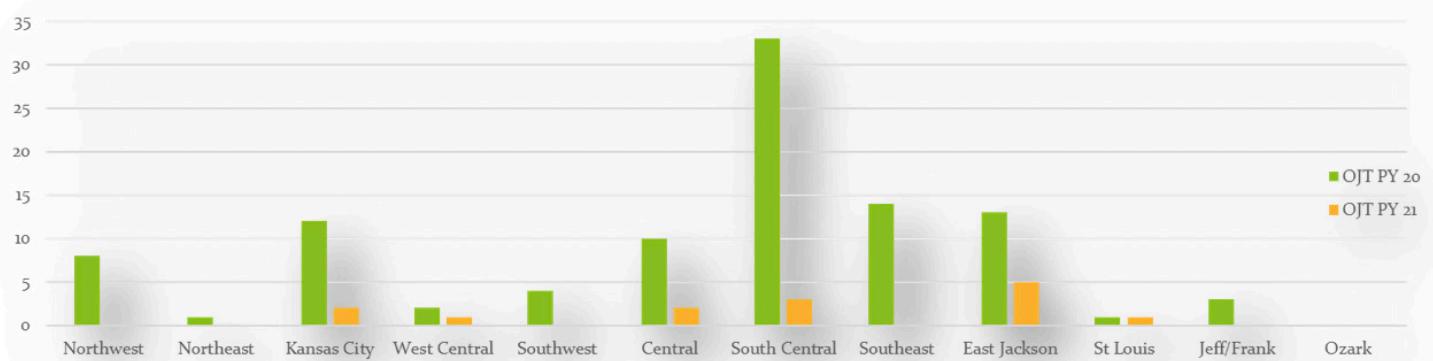
# Apprenticeship Missouri



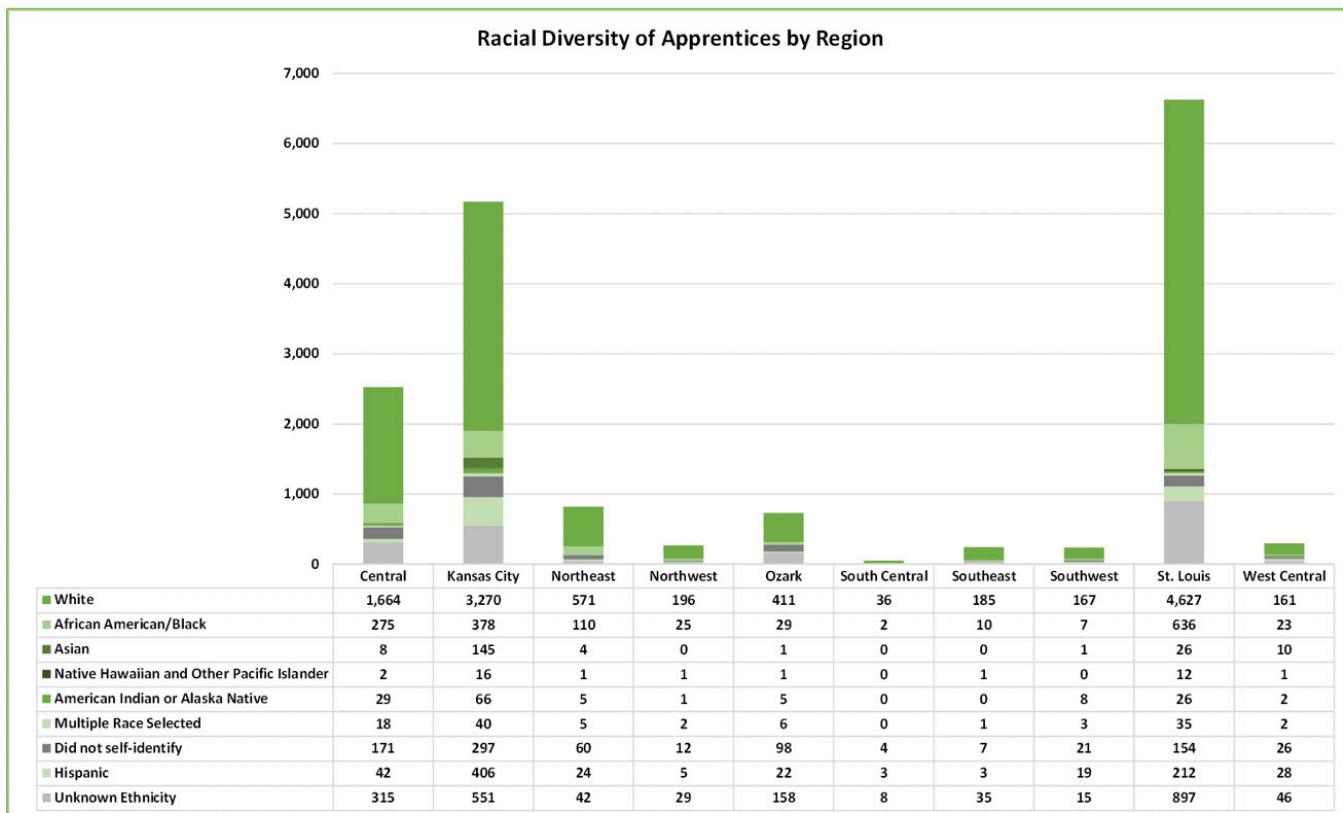
# Work-Based Learning



### On-the-Job Training by Region



# Apprenticeships and Equity



# Missouri Statewide Equal Opportunity Demographic Data Program Year 20-21

Statewide	Adult	Dislocated	Youth	WP
<b>Served</b>	<b>3,226</b>	<b>882</b>	<b>1,683</b>	<b>51,659</b>
<b>All Participants</b>	3226	882	1683	51659
Male	1613	492	792	27527
Female	1611	389	889	24075
Did Not Self Identify	2	1	2	57
<b>All Age Groups</b>	3226	822	1683	51659
14-21	445	20	1346	5826
22-29	969	121	337	8879
30-54	1631	543	0	25849
55 and over	181	198	0	11105
<b>All Participants</b>	3226	882	1683	51659
American Indian/Alaskan Native				
Native	85	20	38	1349
Asian	28	4	4	499
African American	1078	169	629	16800
Pacific Islander	16	5	8	314
White	1911	644	863	30081
Did Not Self Identify	234	64	200	4524
More Than One Race	112	23	53	1715
<b>All Participants</b>	3226	882	1683	51659
Hispanic	87	19	84	1357
Did Not Self-Identify	286	34	181	3090
Not Hispanic	2853	829	1418	47212
<b>All Participants</b>	3226	882	1683	51659
No Disability	2800	771	1279	43805
Disabled	219	17	346	3117
Participant did not disclose	207	94	58	4737
<b>All Participants</b>	3226	882	1683	51659
Limited English	2	1	0	4
Not Limited English	3224	881	1683	51655



# JOB CENTERS OF THE FUTURE

## BY THE NUMBERS



- 16 Employer Focus Groups
- 14 WIOA Staff Focus Groups
- 7 OWD Staff Focus Groups



- 4 JCF Task Force Meetings
- 4 JCF Task Force Briefings

Missouri's Office of Workforce Development launched Job Centers of the Future (JCF) in August 2020 to reengineer Missouri's public workforce system, in order to streamline the complex workforce system. This effort considered how citizens and employers were accessing the public workforce system, as well as front line staff. JCF produced data and information to support and inform policy choices that support the local community's needs. Visit [bestinmidwest.com](http://bestinmidwest.com) to continue to stay engaged with the Office of Workforce Development and the progress of this effort.

**132**

Job Seeker Interviews

**147**

Employer Participants

**341**

Staff Responses



DEPARTMENT OF  
HIGHER EDUCATION &  
WORKFORCE DEVELOPMENT

# All Workforce Development Board Regions Performance Program Year 2020

PROGRAM	MEASURE	PLAN NEGOTIATED GOAL LEVEL	ACTUAL PERFORMANCE	PERCENT OF GOAL ACHIEVED
WIOA Adult	Employment Q2	72.50%	73.88%	101.90%
	Employment Q4	68.00%	71.69%	105.42%
	Credential Attainment	67.00%	69.39%	103.57%
	Measureable Skills Gains	48.00%	60.31%	125.65%
	Median Earnings	\$ 5,250.00	\$ 7,197.58	137.10%
WIOA Dislocated Worker	Employment Q2	77.00%	74.56%	96.83%
	Employment Q4	74.00%	79.51%	107.45%
	Credential Attainment	68.00%	77.17%	113.48%
	Measureable Skills Gains	59.00%	68.38%	115.90%
	Median Earnings	\$ 7,400.00	\$ 9,699.71	131.08%
WIOA Youth	Employment Q2	73.00%	76.51%	104.81%
	Employment Q4	70.00%	76.44%	109.20%
	Credential Attainment	63.00%	58.05%	92.14%
	Measureable Skills Gains	38.50%	59.26%	153.92%
	Median Earnings	\$ 2,950.00	\$ 3,765.65	127.65%
Wagner-Peyser	Employment Q2	69.00%	64.66%	93.71%
	Employment Q4	71.00%	65.17%	91.79%
	Median Earnings	\$ 5,200.00	\$ 5,954.60	114.51%
Achieved 100% or More of Plan Negotiated Goal Level				
Achieved 90% and Above of Plan Negotiated Goal Level				
Did Not Achieve 90% of Plan Negotiated Goal Level				

East Jackson Region Performance Measures					
Employment Rate Q2		Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult		67.00%	80.22%	85%	
WIOA Dislocated Worker		69.00%	73.81%	85%	
WIOA Youth		65.55%	68.00%	85%	
Wagner-Peyser		62.00%	63.08%	85%	
Employment Rate Q4		Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult		64.00%	81.06%	85%	
WIOA Dislocated Worker		67.50%	84.31%	85%	
WIOA Youth		69.00%	73.58%	85%	
Wagner-Peyser		60.75%	66.59%	85%	
Credential Rate		Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult		60.00%	75.82%	66%	
WIOA Dislocated Worker		66.00%	93.94%	66%	
WIOA Youth		63.00%	64.71%	66%	
Measureable Skills Gains		Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult		49.00%	73.58%		
WIOA Dislocated Worker		57.00%	74.65%		
WIOA Youth		38.50%	50.00%		
Median Earnings (Q2)		Negotiated Rate	Annual Earnings	Division Challenge Goals	
WIOA Adult		\$ 5,200.00	\$ 36,902.20	\$ 24,600	
WIOA Dislocated Worker		\$ 7,100.00	\$ 44,383.68		
WIOA Youth		\$ 2,825.00	\$ 12,460.00		
Wagner-Peyser		\$ 4,400.00	\$ 29,531.44	\$ 24,600	

Central Region Performance Measures					
Employment Rate Q2		Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult		72.00%	80.35%	85%	
WIOA Dislocated Worker		73.50%	63.74%	85%	
WIOA Youth		72.50%	74.11%	85%	
Wagner-Peyser		68.10%	66.42%	85%	
Employment Rate Q4		Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult		69.00%	66.44%	85%	
WIOA Dislocated Worker		72.00%	71.43%	85%	
WIOA Youth		65.50%	75.96%	85%	
Wagner-Peyser		65.00%	65.07%	85%	
Credential Rate		Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult		69.00%	76.30%	66%	
WIOA Dislocated Worker		73.50%	87.50%	66%	
WIOA Youth		58.00%	55.81%	66%	
Measureable Skills Gains		Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult		61.00%	74.29%		
WIOA Dislocated Worker		57.00%	74.71%		
WIOA Youth		33.00%	63.37%		
Median Earnings (Q2)		Negotiated Rate	Annual Earnings	Division Challenge Goals	
WIOA Adult		\$ 5,250.00	\$ 26,398.32	\$ 24,600	
WIOA Dislocated Worker		\$ 6,100.00	\$ 27,811.92		
WIOA Youth		\$ 2,900.00	\$ 12,708.88		
Wagner-Peyser		\$ 5,100.00	\$ 21,883.84	\$ 24,600	

### Jefferson/Franklin Consortium Region Performance Measures

Employment Rate Q2		Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult		72.00%	71.62%	85%	
WIOA Dislocated Worker		73.50%	67.62%	85%	
WIOA Youth		64.00%	79.66%	85%	
Wagner-Peyser		68.00%	64.58%	85%	
Employment Rate Q4		Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult		68.50%	68.69%	85%	
WIOA Dislocated Worker		70.40%	85.00%	85%	
WIOA Youth		67.50%	73.02%	85%	
Wagner-Peyser		68.00%	64.69%	85%	
Credential Rate		Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult		67.00%	71.11%	66%	
WIOA Dislocated Worker		66.50%	77.14%	66%	
WIOA Youth		60.00%	62.50%	66%	
Measurable Skills Gains		Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult		49.00%	69.41%		
WIOA Dislocated Worker		37.00%	62.00%		
WIOA Youth		42.50%	67.09%		
Median Earnings (Q2)		Negotiated Rate	Annual Earnings	Division Challenge Goals	
WIOA Adult		\$ 5,500.00	\$ 26,067.84	\$ 24,600	
WIOA Dislocated Worker		\$ 6,450.00	\$ 42,639.80		
WIOA Youth		\$ 3,450.00	\$ 19,944.00		
Wagner-Peyser		\$ 5,400.00	\$ 25,494.44	\$ 24,600	

### Kansas City and Vicinity Region Performance Measures

Employment Rate Q2		Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult		56.50%	75.98%	85%	
WIOA Dislocated Worker		65.00%	85.51%	85%	
WIOA Youth		66.00%	77.89%	85%	
Wagner-Peyser		61.00%	63.01%	85%	
Employment Rate Q4		Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult		58.00%	73.00%	85%	
WIOA Dislocated Worker		60.00%	73.87%	85%	
WIOA Youth		64.00%	72.68%	85%	
Wagner-Peyser		58.00%	63.59%	85%	
Credential Rate		Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult		56.50%	60.40%	66%	
WIOA Dislocated Worker		65.90%	66.67%	66%	
WIOA Youth		64.00%	68.63%	66%	
Measurable Skills Gains		Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult		46.00%	64.87%		
WIOA Dislocated Worker		56.00%	62.31%		
WIOA Youth		38.00%	45.68%		
Median Earnings (Q2)		Negotiated Rate	Annual Earnings	Division Challenge Goals	
WIOA Adult		\$ 4,800.00	\$ 35,264.88	\$ 24,600	
WIOA Dislocated Worker		\$ 6,985.00	\$ 53,172.60		
WIOA Youth		\$ 3,100.00	\$ 17,147.64		
Wagner-Peyser		\$ 4,500.00	\$ 27,437.24	\$ 24,600	

Northwest Region Performance Measures				
Employment Rate Q2	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	73.00%	73.19%		85%
WIOA Dislocated Worker	74.00%	83.33%		85%
WIOA Youth	67.00%	80.39%		85%
Wagner-Peyser	68.50%	67.72%		85%
Employment Rate Q4	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	75.00%	76.61%		85%
WIOA Dislocated Worker	74.00%	86.49%		85%
WIOA Youth	72.50%	71.05%		85%
Wagner-Peyser	71.50%	66.81%		85%
Credential Rate	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	75.00%	72.41%		66%
WIOA Dislocated Worker	75.00%	72.00%		66%
WIOA Youth	51.65%	42.86%		66%
Measureable Skills Gains	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	53.00%	69.66%		
WIOA Dislocated Worker	55.00%	83.56%		
WIOA Youth	46.00%	74.47%		
Median Earnings (Q2)	Negotiated Rate	Annual Earnings	Division Challenge Goals	
WIOA Adult	\$ 5,300.00	\$ 31,200.00	\$	24,600
WIOA Dislocated Worker	\$ 7,500.00	\$ 33,558.88		
WIOA Youth	\$ 3,550.00	\$ 13,965.28		
Wagner-Peyser	\$ 5,100.00	\$ 23,893.52	\$	24,600

Northeast Region Performance Measures				
Employment Rate Q2	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	75.00%	81.08%		85%
WIOA Dislocated Worker	77.00%	90.00%		85%
WIOA Youth	77.00%	73.53%		85%
Wagner-Peyser	70.00%	67.54%		85%
Employment Rate Q4	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	70.00%	80.43%		85%
WIOA Dislocated Worker	66.00%	100.00%		85%
WIOA Youth	70.00%	84.31%		85%
Wagner-Peyser	71.00%	66.32%		85%
Credential Rate	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	77.50%	78.13%		66%
WIOA Dislocated Worker	79.50%	83.33%		66%
WIOA Youth	73.50%	80.43%		66%
Measureable Skills Gains	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	60.00%	85.33%		
WIOA Dislocated Worker	51.50%	64.71%		
WIOA Youth	46.50%	73.44%		
Median Earnings (Q2)	Negotiated Rate	Annual Earnings	Division Challenge Goals	
WIOA Adult	\$ 5,400.00	\$ 32,291.60	\$	24,600
WIOA Dislocated Worker	\$ 7,200.00	\$ 21,004.72		
WIOA Youth	\$ 3,100.00	\$ 15,479.20		
Wagner-Peyser	\$ 5,250.00	\$ 23,903.08	\$	24,600

Ozark Region Performance Measures				
Employment Rate Q2	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	69.50%	64.81%		85%
WIOA Dislocated Worker	71.50%	82.35%		85%
WIOA Youth	67.50%	75.00%		85%
Wagner-Peyser	70.00%	58.38%		85%
Employment Rate Q4	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	65.00%	64.20%		85%
WIOA Dislocated Worker	71.00%	67.74%		85%
WIOA Youth	67.00%	74.29%		85%
Wagner-Peyser	65.50%	63.53%		85%
Credential Rate	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	74.00%	74.81%		66%
WIOA Dislocated Worker	76.00%	85.71%		66%
WIOA Youth	62.50%	61.54%		66%
Measureable Skills Gains	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	49.00%	68.03%		
WIOA Dislocated Worker	37.00%	68.64%		
WIOA Youth	34.00%	37.50%		
Median Earnings (Q2)	Negotiated Rate	Annual Earnings	Division Challenge Goals	
WIOA Adult	\$ 5,100.00	\$ 22,929.28	\$ 24,600	
WIOA Dislocated Worker	\$ 6,900.00	\$ 32,603.60		
WIOA Youth	\$ 3,000.00	\$ 20,267.36		
Wagner-Peyser	\$ 4,950.00	\$ 27,268.40	\$ 24,600	

South Central Region Performance Measures				
Employment Rate Q2	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	72.00%	80.36%		85%
WIOA Dislocated Worker	70.00%	80.77%		85%
WIOA Youth	74.00%	73.58%		85%
Wagner-Peyser	66.00%	64.59%		85%
Employment Rate Q4	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	71.00%	75.78%		85%
WIOA Dislocated Worker	68.00%	72.97%		85%
WIOA Youth	63.00%	75.76%		85%
Wagner-Peyser	63.00%	63.82%		85%
Credential Rate	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	77.00%	80.41%		66%
WIOA Dislocated Worker	77.00%	79.17%		66%
WIOA Youth	60.00%	55.17%		66%
Measureable Skills Gains	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	50.00%	71.54%		
WIOA Dislocated Worker	60.00%	73.61%		
WIOA Youth	43.00%	53.13%		
Median Earnings (Q2)	Negotiated Rate	Annual Earnings	Division Challenge Goals	
WIOA Adult	\$ 5,300.00	\$ 24,431.28	\$ 24,600	
WIOA Dislocated Worker	\$ 6,300.00	\$ 33,083.68		
WIOA Youth	\$ 3,100.00	\$ 19,161.88		
Wagner-Peyser	\$ 4,500.00	\$ 20,330.96	\$ 24,600	

Southeast Region Performance Measures				
Employment Rate Q2	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	70.50%	76.21%		85%
WIOA Dislocated Worker	75.00%	88.64%		85%
WIOA Youth	67.00%	73.40%		85%
Wagner-Peyser	67.00%	66.11%		85%
Employment Rate Q4	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	68.50%	78.39%		85%
WIOA Dislocated Worker	73.00%	87.50%		85%
WIOA Youth	68.50%	80.81%		85%
Wagner-Peyser	67.00%	65.18%		85%
Credential Rate	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	77.50%	78.29%		66%
WIOA Dislocated Worker	71.00%	71.43%		66%
WIOA Youth	60.50%	58.49%		66%
Measurable Skills Gains	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	55.00%	80.47%		
WIOA Dislocated Worker	48.00%	78.18%		
WIOA Youth	34.00%	42.71%		
Median Earnings (Q2)	Negotiated Rate	Annual Earnings	Division Challenge Goals	
WIOA Adult	\$ 5,300.00	\$ 28,780.00	\$ 24,600	
WIOA Dislocated Worker	\$ 7,400.00	\$ 40,556.40		
WIOA Youth	\$ 3,000.00	\$ 14,265.84		
Wagner-Peyser	\$ 4,950.00	\$ 20,435.00	\$ 24,600	

Southwest Region Performance Measures				
Employment Rate Q2	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	72.00%	80.88%		85%
WIOA Dislocated Worker	72.00%	81.82%		85%
WIOA Youth	62.00%	77.55%		85%
Wagner-Peyser	68.00%	62.72%		85%
Employment Rate Q4	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	68.00%	75.22%		85%
WIOA Dislocated Worker	69.00%	91.67%		85%
WIOA Youth	67.00%	72.00%		85%
Wagner-Peyser	66.00%	63.50%		85%
Credential Rate	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	69.00%	74.63%		66%
WIOA Dislocated Worker	70.00%	93.33%		66%
WIOA Youth	46.00%	50.68%		66%
Measurable Skills Gains	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	60.00%	84.88%		
WIOA Dislocated Worker	65.00%	84.00%		
WIOA Youth	30.00%	42.11%		
Median Earnings (Q2)	Negotiated Rate	Annual Earnings	Division Challenge Goals	
WIOA Adult	\$ 5,500.00	\$ 27,169.44	\$ 24,600	
WIOA Dislocated Worker	\$ 7,300.00	\$ 33,091.44		
WIOA Youth	\$ 2,000.00	\$ 15,358.56		
Wagner-Peyser	\$ 5,250.00	\$ 22,446.96	\$ 24,600	

St. Charles County Region Performance Measures				
Employment Rate Q2	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	74.00%	64.17%		85%
WIOA Dislocated Worker	75.00%	58.18%		85%
WIOA Youth	75.00%	70.37%		85%
Wagner-Peyser	71.00%	66.32%		85%
Employment Rate Q4	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	71.00%	82.98%		85%
WIOA Dislocated Worker	74.00%	84.21%		85%
WIOA Youth	71.00%	64.52%		85%
Wagner-Peyser	72.50%	70.27%		85%
Credential Rate	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	72.00%	72.00%		66%
WIOA Dislocated Worker	72.00%	71.43%		66%
WIOA Youth	62.00%	60.87%		66%
Measureable Skills Gains	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	55.00%	56.41%		
WIOA Dislocated Worker	46.00%	58.14%		
WIOA Youth	40.00%	53.33%		
Median Earnings (Q2)	Negotiated Rate	Annual Earnings	Division Challenge Goals	
WIOA Adult	\$ 6,500.00	\$ 38,645.04	\$	24,600
WIOA Dislocated Worker	\$ 7,550.00	\$ 62,209.52		
WIOA Youth	\$ 3,100.00	\$ 20,338.32		
Wagner-Peyser	\$ 5,500.00	\$ 34,337.28	\$	24,600

St. Louis City Region Performance Measures				
Employment Rate Q2	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	72.00%	74.12%		85%
WIOA Dislocated Worker	54.00%	50.00%		85%
WIOA Youth	70.00%	77.23%		85%
Wagner-Peyser	70.00%	64.31%		85%
Employment Rate Q4	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	71.00%	71.82%		85%
WIOA Dislocated Worker	50.00%	66.67%		85%
WIOA Youth	56.00%	80.67%		85%
Wagner-Peyser	67.00%	65.05%		85%
Credential Rate	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	49.00%	45.24%		66%
WIOA Dislocated Worker	50.00%	0.00%		66%
WIOA Youth	54.00%	34.62%		66%
Measureable Skills Gains	Negotiated Rate	Achieved Rate	Division Challenge Goals	
WIOA Adult	31.00%	53.62%		
WIOA Dislocated Worker	42.00%	90.00%		
WIOA Youth	25.00%	64.29%		
Median Earnings (Q2)	Negotiated Rate	Annual Earnings	Division Challenge Goals	
WIOA Adult	\$ 4,600.00	\$ 22,426.52	\$	24,600
WIOA Dislocated Worker	\$ 5,200.00			
WIOA Youth	\$ 2,300.00	\$ 7,793.36		
Wagner-Peyser	\$ 4,550.00	\$ 21,429.68	\$	24,600

St. Louis County Region Performance Measures				
Employment Rate Q2		Negotiated Rate	Achieved Rate	Division Challenge Goals
WIOA Adult		75.00%	75.98%	85%
WIOA Dislocated Worker		76.00%	82.86%	85%
WIOA Youth		75.20%	77.50%	85%
Wagner-Peyser		75.50%	66.32%	85%
Employment Rate Q4		Negotiated Rate	Achieved Rate	Division Challenge Goals
WIOA Adult		76.00%	76.88%	85%
WIOA Dislocated Worker		76.00%	65.79%	85%
WIOA Youth		78.50%	78.95%	85%
Wagner-Peyser		73.50%	67.53%	85%
Credential Rate		Negotiated Rate	Achieved Rate	Division Challenge Goals
WIOA Adult		80.00%	79.01%	66%
WIOA Dislocated Worker		77.00%	80.00%	66%
WIOA Youth		67.00%	68.52%	66%
Measureable Skills Gains		Negotiated Rate	Achieved Rate	Division Challenge Goals
WIOA Adult		55.00%	67.86%	
WIOA Dislocated Worker		65.00%	84.73%	
WIOA Youth		30.00%	76.09%	
Median Earnings (Q2)		Negotiated Rate	Annual Earnings	Division Challenge Goals
WIOA Adult	\$	5,000.00	\$ 28,199.92	\$ 24,600
WIOA Dislocated Worker	\$	5,800.00	\$ 36,561.60	
WIOA Youth	\$	2,975.00	\$ 14,889.24	
Wagner-Peyser	\$	5,000.00	\$ 23,897.84	\$ 24,600

West Central Region Performance Measures				
Employment Rate Q2		Negotiated Rate	Achieved Rate	Division Challenge Goals
WIOA Adult		73.00%	81.42%	85%
WIOA Dislocated Worker		71.50%	86.67%	85%
WIOA Youth		68.30%	77.42%	85%
Wagner-Peyser		69.00%	62.06%	85%
Employment Rate Q4		Negotiated Rate	Achieved Rate	Division Challenge Goals
WIOA Adult		69.00%	78.26%	85%
WIOA Dislocated Worker		78.00%	87.50%	85%
WIOA Youth		68.60%	80.65%	85%
Wagner-Peyser		68.60%	61.95%	85%
Credential Rate		Negotiated Rate	Achieved Rate	Division Challenge Goals
WIOA Adult		70.00%	69.15%	66%
WIOA Dislocated Worker		65.50%	60.00%	66%
WIOA Youth		53.00%	52.54%	66%
Measureable Skills Gains		Negotiated Rate	Achieved Rate	Division Challenge Goals
WIOA Adult		62.00%	70.00%	
WIOA Dislocated Worker		55.00%	77.42%	
WIOA Youth		40.00%	52.00%	
Median Earnings (Q2)		Negotiated Rate	Annual Earnings	Division Challenge Goals
WIOA Adult	\$	5,000.00	\$ 20,830.28	\$ 24,600
WIOA Dislocated Worker	\$	6,100.00	\$ 32,139.92	
WIOA Youth	\$	1,845.00	\$ 14,680.64	
Wagner-Peyser	\$	4,800.00	\$ 21,505.44	\$ 24,600